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PLAYBOOK 1998

A HANDBOOK FOR NAVY PUBLIC AFFAIRS SUCCESS

DHC QUALITY INSPECTED 8

DISTRIBUTION STATEMENT A

Approved for public release;
Distribution Unlimited



In the “Information Age,” your message is a critical commodity. Communication is the selling mechanism. In the marketplace of public opinion, effective communication is no accident. It results from consistent use of a deliberate strategy. To be effective, a communication strategy must reflect the organization’s vision and employ its varied communication tools. Today, as it has since 1993, *Playbook* delivers both vision and tools to help Team Public Affairs implement a Navy communication strategy. It draws upon established public relations techniques while encouraging innovation and imagination. It offers a focus in a fast-changing world climate. At a time when competition for positive attention is intense and “information overload” is a common complaint, *Playbook* aims to increase the likelihood that the Navy message will be heard and action will result.

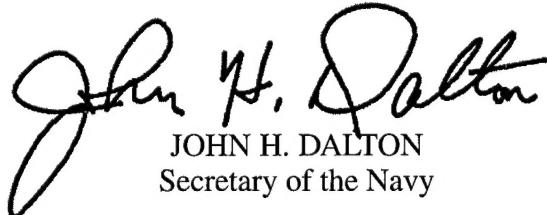
The Navy’s message is powerful. It must be told.

The communication strategy in *Playbook* ‘98 is “Think Globally … Act Locally.” This strategy recognizes that when Navy impact is global, it is also local. While the implications of Navy actions are often global, their origination is always local. While Americans sometimes watch the global scene, they almost always react to the local scene. The Sailors and Marines of the Navy/Marine Corps Team are part of that local scene — with a story to tell. Our job is to help them tell it.

Navy stories with local ties, aired and published in local media, give relevance and immediacy to the operational theme of “FORWARD … FROM THE SEA.” They give a human face to the Navy’s core values of Honor, Courage and Commitment. They give the vision faces and reality. Navy stories are our currency in the “Information Age.”

As you plan and continually update your command’s 1998 communication efforts, use *Playbook* as a practical guide and a strategic framework. It is not a directive and does not supersede any regulations or standing orders. It does offer a road map for success through resources, recent methods and techniques that have yielded results. Use it for ideas. Use it to innovate your own local activities. Refer to *Playbook* regularly to confirm that your command is in step with the overall Navy message.

In the “Information Age,” the currency is information. Customers are buying. We need to make sure we are selling. Our primary customer is the American public. *Playbook* ‘98 helps reach that audience where it lives and works — at the local level. Information is power only when it is shared. Go tell the Navy story. Think globally … act local!



JOHN H. DALTON
Secretary of the Navy

ABOARD

W E L C O M E D

In many instances, Navy leaders are called upon to speak for the Navy. In every instance, they set the example and shape the image of the Navy. Clearly, Navy leaders play a full-time and pivotal role on Team Public Affairs*. Navy leaders play a critical role in communications strategy just as in operational strategy. Without their support and guidance, Team Public Affairs will not succeed.

Communication is truly a team effort. Every member of the Navy team has a role in telling the Navy story. This team ranges from flag and commanding officers to civilians to deckplate Sailors. Team Public Affairs carries the primary responsibility of implementing the communications strategy, primarily through its network of designated communicators.

Vision needs constant definition and articulation to give it life. Senior officers have the ability to articulate "the big picture" and to give it relevance. In both external (public) and internal (Navy) contexts, Navy leaders give substance to the Navy vision by being knowledgeable, accessible and available — to their own commands, their Team Public Affairs communicators, the news media and to the public at large.

Navy leaders are the linchpin for internal communications, which has direct relevance to command morale and performance — and thus to the story that the news media will hear from Sailors. In every time zone and around the world, approximately 395,000 active duty military, 95,000 reservists and 210,000 civil service Navy employees are on duty, contributing to the nation's defense. They are the sources of the Navy story, which can either build on or detract from the Navy's overall public image. Every one of them has a chain of command and leaders who set the tone and the pace. If our teammates believe that they are the core of Navy and Marine Corps readiness and operational effectiveness — and that their leaders appreciate their sacrifices and are committed to their quality of life and career opportunities — they tell a positive Navy story.

***(Note: Whenever "Team Public Affairs" is used, it refers to everyone in or associated with the Navy's efforts to communicate with its publics. It includes collateral-duty and full-time public affairs personnel on active duty and in the reserves as well as Navy civilian employees engaged in the Navy's communication efforts. *Playbook '98* is geared toward the entire Team.)**

What You Will Find in *PLAYBOOK '98*

Playbook '98 delivers the "why" and "how" behind the Navy's strategy to inform the American taxpayers about the finest Navy in the world. All members of Team Public Affairs — whether flag officer or junior Sailor, military or civilian, shipboard or shore-based — will find *Playbook '98* an excellent guide for telling the Navy story. You are on the team, on the front line of the Navy's communications strategy. We wouldn't put you there without some fighting tools. *Playbook '98* gives you those tools and the context for using them.

Section I of *Playbook '98* lays out the strategic framework and themes to guide your local communication efforts. Used as a regular reference, these can give focus to seasonal events and year-round planning.

Section II is the user's guide that gives life to the vision. It is a ready reference on tools of the trade and resources within the Navy community to help you extend the reach of your messages. Both experienced and novice communicators will find useful tips and suggestions here.

Section III is real-life experiences from your colleagues in the fleet and commands around the world — recent success stories that generated more "bounce for the ounce," and show communications strategy in action. The strongest team is one in which all members contribute. Members of Team Public Affairs regularly learn from and build on each other's experiences. Borrow your colleagues' ideas as you tailor key communication themes to fit your local needs.

Section IV offers a list of key contacts available to consult with and support you. It also includes a summary of Navy public affairs roles and responsibilities. No member of Team Public Affairs should feel isolated or unsupported.

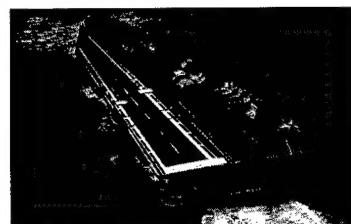
As a member of Team Public Affairs, your challenge is to tell the Navy story in your area, using local "hooks." Navy-wide themes and strategy give you a road map; the issues and events at your local command and community make up the road; your local Sailors and Marines are your vehicles. Use *Playbook '98* as a travel guide for the trip. Good traveling.



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VISION FORWARD

Communication Themes for 1998

Primary Theme

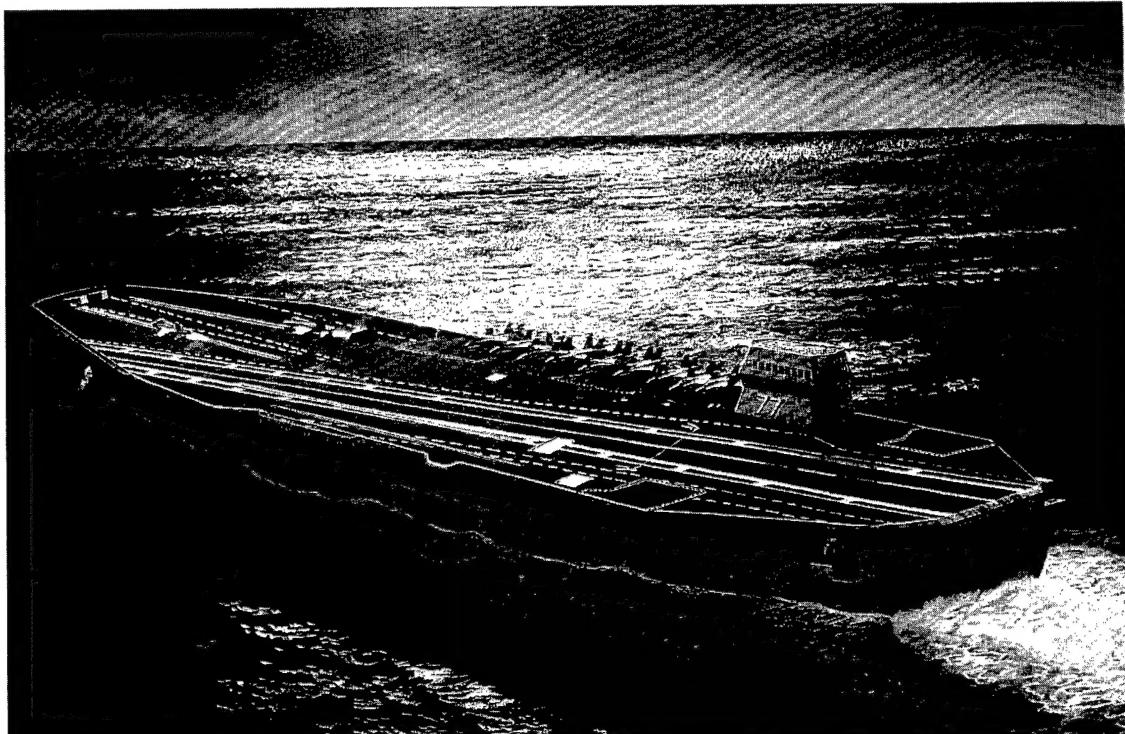
Forward Vision is the Navy's primary communication theme for 1998. Your public affairs program should emphasize at every opportunity the forward-deployed, forward-thinking, forward-looking nature of our Navy.

Ours is not just a reactionary force; it is well prepared — charging forward — ready for any contingency.

Forward Vision is about the Navy in action today and about planning and investing in people, new programs, such as network-centric warfare, and high-tech hardware, such as CVN-77, of the Navy of tomorrow. Attracting the best people, then empowering them with the best training, opportunities and equipment is the investment we make to operate the most powerful Navy

in the world. Service members, civilian employees, Navy families and the American public are all important to the ultimate success of the Navy.

Forward Vision means the Navy is prepared for today's missions and is preparing for future roles. The Navy's role in our nation's security, as outlined in "*Forward ... From the Sea,*" will continue. *It has been*



CVN 77 is one of the Navy's newest platforms, integrating the latest automation and technologies for design, manufacturing and support of aircraft carriers. Concepts such as this one are being considered.

Theme of the year:

validated by world events. As we move into the next millennium, we will continue to refine our mission and build on the positive relationships we have developed with our neighbors. Our continued strength is our ability to keep a watchful eye on the future, always anticipating and preparing for challenges beyond the horizon.

Forward Vision applies equally to public affairs. Your public affairs programs should set their sights on future communications. Look down the road and plan how you can convey Navy messages based on your command's upcoming events. You also can (and should) localize national or Navy-wide events.

Forward Vision is a fundamental part of other supporting communication themes. Just like successful commercial messages we hear and read every day, the Navy's themes bear repeating. Highlight these key points and the honor, courage and commitment of our people in your 1998 communications efforts and public affairs initiatives. Tailor them to your needs and use them often.

Internal Themes

A successful public affairs program is contingent upon keeping your internal audiences — Sailors, Marines, civilians and their families —

Forward Vision

well informed. They are your most credible spokespeople. When they are up-to-date on the Navy's policies, programs and future directions, they offer the most convincing

testimonials. Whether attending community events or talking with the news media, they put the human face on the Navy organization.

By communicating with your internal audience regularly, you build a trusting relationship with them that gives them confidence and a sense of ownership in their service. At the same time, communicating helps to prepare topnotch Navy spokespeople.

Honor, Courage and Commitment

Core values are the foundation upon which the Navy operates. They are the key elements of unit cohesion, trust and teamwork.

As a member of Team Public Affairs, you must make communication with the internal audience a top priority. Tailor the following communication themes to your situation and command mission throughout 1998.

1st Quarter: Operational Primacy

- Our Navy is on course, ready for any challenge — *anytime, anywhere.*
- We exert maritime dominance worldwide.
- Forward presence is key to peacetime operations.
- The Navy is *always* forward-deployed.

"If you don't have that forward-deployed presence, you have less of a voice, less of an influence."

—Secretary of Defense William Cohen,
May 15, 1997

- The Navy can and does shape the environment in which we operate.

- We give our men and women the best weapons platforms and equipment to execute operational missions, swiftly and surely, and return home safely as soon as possible.

- We are ready to provide credible combat power for prolonged on-scene presence.

2nd Quarter: Teamwork

- Teamwork is the basic building block of success.

- The Navy is a team composed of reserves, civilians and active-duty Sailors and Marines – and families.

- We take care of one another.

- Navy team members are loyal to one another and to the Navy.

- We are mission-oriented and committed to working as one.

- Working as a team produces success through innovation and cooperation.

- Diversity on the team makes us stronger.

3rd Quarter: Leadership

- Grooming future leaders is our most important task.

- Good leadership at every level is key to a successful Navy.

Dear Ann Landers: I am writing in response to that person who said the 19-year-old loser had no place in the military. That letter had special significance for me because I was once a 19-year-old loser. I had very little motivation, low self-esteem, no role models, no job, no direction and no future. The United States Navy took me in, and I have been here for 17 years.

The Navy saved me. I have learned self-control, leadership, discipline and the value of self-esteem. I am now married to a wonderful woman and have four great kids.

I've been around the world several times and have been given a first-class education.

I had no idea who I was or what I could do until I joined the Navy. If I had not joined up, I probably would be in jail or dead by now.

Just sign me ...

— Red, White and Blue
in Pensacola, Fla.



Playbook Tips: Local “Advertising”

Take advantage of the public's — and the news media's — desire to know about “what's new.” If your command or organization is involved in new programs, platforms and equipment that you can talk about openly, look for ways to show them off, along with your command and your people.

★*Explain the positive impact of completing the ship's overhaul from the ship's perspective.*

★*Demonstrate your role in “forward vision.” Explain the role of your command and your people.*

★*The “big” equipment programs for 1998 are the F/A-18E/F, the DD-21 land-attack destroyer, and CVN-77. Show and tell how you are involved.*

- Leading by example and knowing our people are a sure path to organizational success.
- Use lessons of the past to chart the future.
- Supplying our Sailors with the tools to succeed is essential for leadership.
- Leaders create an environment of dignity, respect and productivity.

4th Quarter: Pride

- The Navy is fully engaged and forward-deployed, trained and ready.
- Our people are skilled and professionally execute a wide spectrum of missions.
- We hold our heads high to see past obstacles to the goal.
- Our core values are Honor, Courage, Commitment.
- Any job is *always* a job well-done.

External Themes

The Navy has thousands of good stories to tell — impressive accomplishments that are testimony to our exceptional workforce and its commitment to the nation's defense. These stories have added impact and synergy when they tie into specific themes and are repeated and backed up with other illuminating examples. Highlight the following 1998 themes as you prepare communication products for release to your external audiences.

1st Quarter: Forward Presence

As U.S. overseas bases continue to close, the Navy's "*Forward ... From The Sea*" strategy becomes increasingly important. Our forward-deployed forces are the cornerstone of U.S. military might and a major deterrent to aggression around the world. When crises erupt overseas, U.S.

High-tech ship zeroes in on wreckage

By DOUGLAS MONTERO
and LINDA MASSARELLA

A high-tech Navy salvage ship equipped with an underwater robot has jump-started the painstakingly slow search for the remaining bodies and debris of TWA Flight 800.

The USS Grasp, with 100 sailors and 23 divers, has special video and sonar scanning equipment that has allowed divers to pinpoint the location of missing bodies and fuselage.

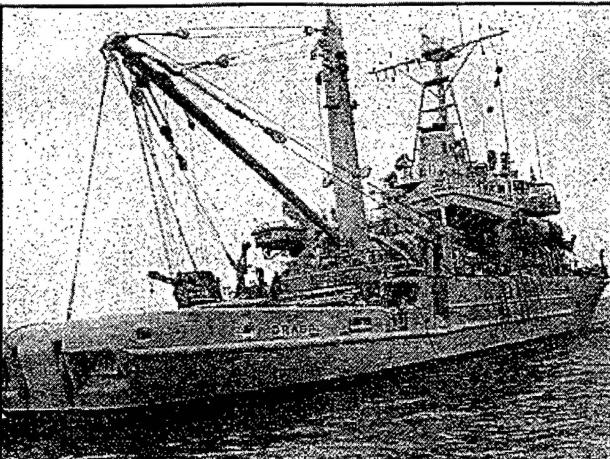
Lt. Commander Gordon Hume said that since the ship arrived Monday from its base in Norfolk, Va., the crew has mapped out a 1 by 1½ mile area about 18 miles off shore where most of what's left of the flight has settled.

"We now know where everything is," he said.

Hume said that the USS Grasp — a heavy-duty ship that weighs 3,300 tons, is 255-feet long and has a salvage storage capacity of 21,000 cubic feet — has extraordinary lifting power of up to 300 tons in one lift.

Besides its physical strength, the most crucial thing the USS Grasp brings to the search are its diving capabilities.

Hume said his divers are



SHIPSHAPE ASSISTANCE: The Navy's USS Grasp plumbs the deep off East Moriches, L.I., where it is assisting the search and recovery of Flight 800. Pool photo

the hard-hat type that receive oxygen from a hose linked to the ship. This allows them to move underwater for hours at a stretch.

Most scuba divers employed by the Coast Guard and the NYPD go to work

with an oxygen tank and must come up for air after just 13 minutes.

Navy divers are expected to begin removing bodies pinned in fuselage as early as today, Hume said, without disturbing wreckage still holds evidence.

Besides the USS Grasp, the Navy has sent out a new floating command post ship, the USS Oak Hill, which is outfitted with helicopters and specialized communications gear. It should arrive off Long Island this morning.

New York Post, July 31, 1997 — This article uses a news event to highlight a specific Navy capability.

citizens want to know where the nearest carrier battle group, Tomahawk missile shooter, and amphibious ready group — in short the Navy/Marine Corps team — are located. The U.S. Navy is the pivot-point of our nation's response force — forward deployed, ready to answer the call — any time, anywhere.

With forward-deployed ships on station throughout the world, the Navy can be anywhere at a moment's notice. The Navy is a highly visible presence in hot spots around the world. We must take advantage of every opportunity to show off the Navy's capability and professionalism in military operations and our readiness and flexibility to respond.

● Talking points for Forward Presence

● “Forward ... From The Sea”

outlines the Navy's multi-dimensional mission: strategic imperative, peace-time forward presence, crisis response, regional conflict, joint and combined operations.

● The Navy's ability to be forward-deployed around the world shows that we are, and will remain, our nation's most flexible service. We have the vision, technology, and infrastructure to meet the

nation's defense strategy now and into the next century.

● Any time, anywhere — We have Navy and Marine Corps forces appropriately sized and shaped to “answer the call” ready to handle any mission or conflict anywhere in the world. The increased emphasis placed on regional conflict and littoral engagement highlights our unique capability to cover land, sea and air.

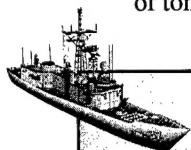
● Deployed naval forces protect U.S. national interests by serving as the principal means of peace-time engagement, deterrence and crisis response. You have to be there to make a difference.

● “*Forward ... From the Sea*” provides a strong strategic foundation for building the dynamic new operations concepts of tomorrow's Navy.

2nd Quarter Theme: Year of the Ocean The Navy Takes Action!

The United Nations has declared 1998 as the International Year of the Ocean (YOTO). The YOTO goal is to promote public awareness and understanding of the value of the sea, its resources and marine activities to the national welfare. The government must strive to promote exploration, sustainable use and conservation of the sea.

With the United Nation's declaration, Team Public Affairs can take advantage of a unique opportunity. As stewards of the environment, Navy people have a significant role in improving and protecting the world's oceans. By showing the Navy at work to save this precious resource and use it responsibly, we can raise aware-



YOTO Talking Points

- ★ The Navy is an excellent steward of the ocean. We take an active role in caring for it.
- ★ We cleanup hazardous waste disposal sites; comply with federal, state and local laws and regulations; prevent pollution; conserve resources by recycling and reusing.
- ★ We are leaders in new ways to improve the world we share.
- ★ We fund environmental research projects and go the extra mile to minimize impact on the environment during operations.

ness of the varied and important role oceans play in our lives. Navy success stories can be used as tools to provide ideas for others as well as to illustrate how personal and group behavior affects the oceans.

The following themes and issues are identified by the YOTO Oceans Group. Adapt them locally and use them:

- National security — The Navy is the lead agency for this theme. The earth's waters are important for the nation's interests. Those interests are defense of the nation, human rights and democracy, and economic development. Without freedom of the seas, national security and economic development are in peril.

- Marine environmental quality — The Navy uses the seas and is a custodian of the seas.

- Ocean resources (living resources, energy & minerals) — The Navy realizes that the oceans are vital for a balanced ecosystem and as a source for potential economic growth.

- Maritime transportation — The oceans are vital waterways of the world. Without free shipping lanes, free trade and safety are not guaranteed.

- Weather, climate and natural hazards — The Navy is concerned for human life and property and for continued refinement of weather forecasting techniques. The Navy will do its part to report weather observations and forward warnings for ocean-going vessels and ocean-bordering communities.

The Year of the Ocean is being promoted on a global scale. We can take advantage of the national interest to put our messages forward. Every Navy command has people who give their time to safeguarding the environment in their own communities and in communities they visit on deployment. For the Navy, every day is Earth Day. By

promoting public awareness of the value of the sea and its resources to the national welfare, you exercise a unique opportunity to celebrate the Navy role in its understanding, management, exploration, utilization and conservation. Find your programs and contributions, find local events, showcase and participate.

3rd Quarter: Sailors and Marines ... Successful Citizens

- Sailors, Marines, their families and Department of the Navy civilians are model Americans.

- Every day the Navy-Marine Corps team defends our nation and what it stands for.

- They make time to volunteer their myriad talents to community organizations.

- They make good neighbors because they are an integral part of the communities they join and are excellent role models.

- Wherever they are stationed, they make that place "home."

- They make a positive difference in the communities they join.

4th Quarter: America's Navy ... Quality Leads the Way

- The best people, the best training, the best equipment, the highest standards, leading edge technology — quality permeates everything in today's Navy.

- Professionalism and the challenge to do better are constants in our daily operations.

- We are always looking for ways to ensure America is getting the best for its investment.

- Navy pride in doing the job right makes Navy people the best commercial message for quality.

VISION

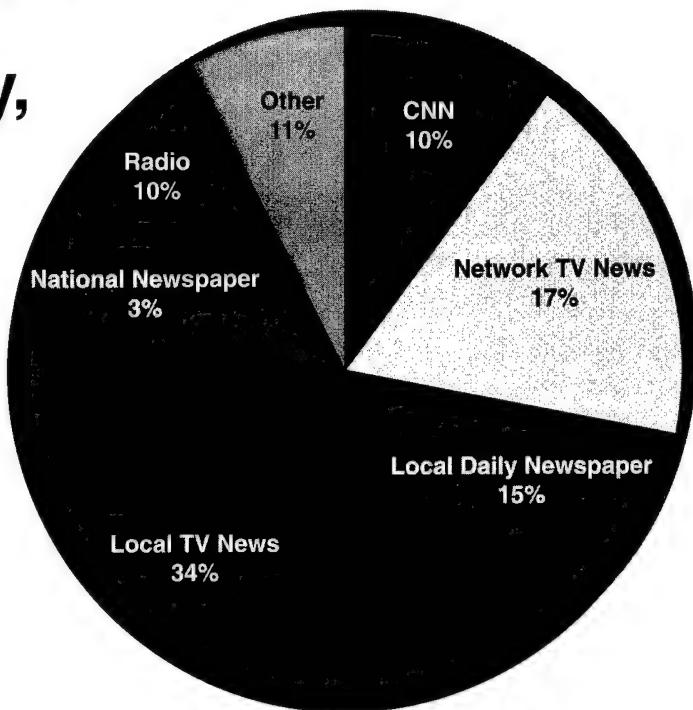
ACHIEVING THE VISION

Think Globally, Act Locally

A 1996 study conducted for the Center for Media and Public Affairs by Louis Harris and Associates, Inc., showed that people pay more attention to their local news than to national news. Almost 75 percent of the survey respondents believed what they saw on the local television evening news. The same survey revealed that almost half of the respondents relied on local television and newspapers for news coverage, compared to only about 69 percent who believed the national network evening news.

"Thinking globally, acting locally" is fundamental in our Navy communication. Even people who have no idea of how to clean up the whole world can do something locally.

The phrase translates well for Team Public Affairs. Our Navy is a major presence around the world. Despite the international scope of our role, our global strategy is best communicated at



Where Do You Get Your News?

Source: Louis Harris and Associates, Inc.
November 1996

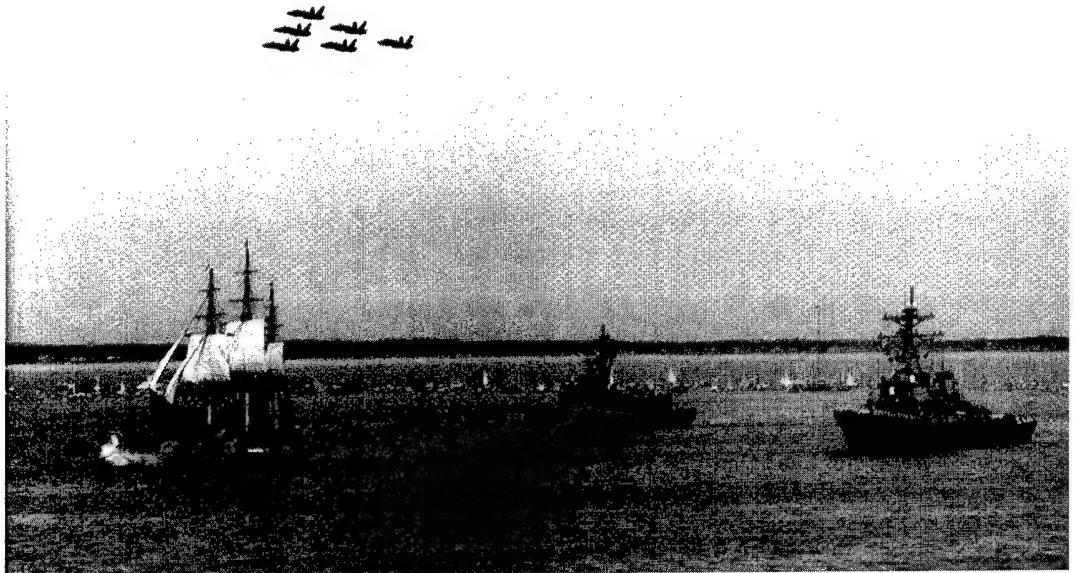
the local level. In fact, the success of our global mission depends on local support for the Navy. A critical part of support must come from our service members' families and friends back home.

Connecting with Hometown Media

As you prepare to cover a Navy event, think first of the Navy

people involved in the event and their connection to local communities. That link is critical to getting the most mileage from your communication efforts.

If the story involves an award or significant achievement for one or more of your Sailors or Marines, contact the Fleet Home Town News Center in Norfolk or the Public Affairs Center in Norfolk or San Diego. The staff



New York Post, July 27, 1997 — "USS CONSTITUTION's history-making voyage in July 1997 attracted plenty of national and international news coverage. What really drove the story home were the local angles about the Sailors involved - stories that appeared in local newspapers and broadcast media in their hometowns across the country." —LCDR Walt Reed, Director, Navy Public Affairs Center, Norfolk.

will help market stories to targeted media sources — including hometown media, alumni publications and news media outlets in the hometowns of service members' spouses.

Working with the Fleet Home Town News Center is easy. Its well-designed forms simplify and help guide the local task of information collection. If you do not have these forms, contact the center and request them. (See Section IV for how to contact the Fleet Home Town News Center.)

If you are preparing for a major news event — one that affects many Sailors and

Marines and could attract national interest — you may want to seek additional public affairs help.



VISION
ACHIEVING THE

"Trust that is placed in local news reporting is especially powerful when a news report focuses on a friend, family member or acquaintance. The lesson is simple: Never underestimate the impact of getting a local story placed in local news media. This is the most personal, powerful and direct mode of communication we have with our primary customer, the American public."

—LCDR Dave Koontz, Director, Navy Public Affairs Center, San Diego

First, working through your chain of command, contact a member of the Public Affairs Team at the next highest level.

Then, through the chain of command, contact your nearest Navy Information Office for help. Six such offices are geographically distributed across the country. Each has ties to the civilian news media throughout a multi-state region. (See Section IV for how to contact the Navy Offices of Information.)

Also contact the nearest Public Affairs Center (Norfolk or San Diego) to see whether your event merits the assignment of Navy journalists. For large-scale Navy events, the centers assign teams of journalists to provide photo coverage, write news stories and market the stories to the media. (See Section IV for how to contact the PA Centers.)

The Public Affairs Centers are excellent resources for telling your Navy story. They can help you expand your reach to local markets. For example, in February 1997, the Public Affairs Center San Diego generated extensive media coverage from a single Navy news event. The story centered on the heroic rescue by USS ANTIETAM Sailors of crew members from a sinking Iranian cargo ship in the Arabian Gulf during a tremendous storm. ANTIETAM's collateral-

"hometown news release form generates about five placements in local media. Our press releases go to the heartlands—places where families and friends are eager to learn more about 'Joe and Mary Navy.' Local media offer the best opportunity to get the word out on the impressive things that our individual Sailors and Marines are doing."

—LCDR Dave Lee,
Director, Fleet Hometown News Center, Norfolk

duty public affairs team contacted the Public Affairs Center San Diego for help in marketing the story to media in the hometowns of the ship's rescue team. The result: more than 30 compelling and positive photo feature stories on ANTIETAM crew members marketed to more than 90 local newspapers.

When the Navy joined the salvage efforts for the downed TWA Flight 800 off the East Coast in 1997, the Navy Public Affairs Center Norfolk helped boost media coverage of Navy assistance. A team of journalists interviewed and photographed almost 70 Sailors assigned to USS OAK HILL, USS GRAPPLE, EOD MU-6, EOD MU-10 and Naval Reserve Inshore Boat Unit 23. The result: an array of photo feature stories marketed to 270 local media outlets.

The July 1997 commissioning of USS SEAWOLF in Groton, Conn., was more than a milestone in submarine warfare. It represented a very personal milestone for all 70 of the specially selected crew members. The Public Affairs Center Norfolk interviewed crew members and released almost 400 locally tailored photo feature stories to media nationwide.

The Public Affairs Centers, the Fleet Hometown News Center and the Navy Offices of Information exist to help tell the Navy story and are ideally suited to help localize the global messages for your command. Use them!

Exploiting Other Local Ties

Industries that produce the Navy's technologies and systems form a powerful constituency. People in St. Louis cared about how the

Local man helps rescue Iranian Cargo Vessel

A Davison resident played a key role in the rescue of the nine crew members of an Iranian cargo vessel in the Arabian Gulf.

Seaman Jason A. Chupek of the USS Antietam planned a part of the rescue mission.

The warship Antietam received a distress call from the Iranian cargo vessel Soroosh which had begun to flood uncontrollably in rough weather.

"I reported that there was a flashing light six miles ahead of us. As a lookout, my role is to report all surface and air contacts," said Chupek, a 1991 graduate of Davison High School.

Chupek, a seaman, maintains and preserves all the ship's surfaces and deck equipment. When the call came over the radio, he relied on his training to help the Soroosh.

"The Navy teaches all lookouts to do 30-second scans of the horizon," he said.



JASON A. CHUPEK

The Davison Flagstaff (Davison, Miss.) April 6, 1997.

F/A-18 performed in Operation Southern Watch over Iraq because the aircraft was built in their hometown, by them! People who live near Milledgeville, Ga., pay more attention to what the aircraft carrier USS CARL VINSON does to support national security because the ship was named for "their congressman."

Many local connections exist for any Navy story. The impact of a single message can be greatly

magnified if delivered through multiple voices. For each Navy story, look for the human connection and the local angle. Take the time to craft the story for individual markets — the local areas where the story would get the greatest attention. Bring the story home. Think globally; act locally.

Link the message to Playbook '98 communication themes. Every Navy command should make maximum use of the key internal and external

themes described in Playbook '98. The themes are brought to life and demonstrated through actual Navy events every day. Look for opportunities to highlight the communication themes in all of your public affairs initiatives. You'll add impact and clarity to your own communication efforts and to those of other Navy communicators.

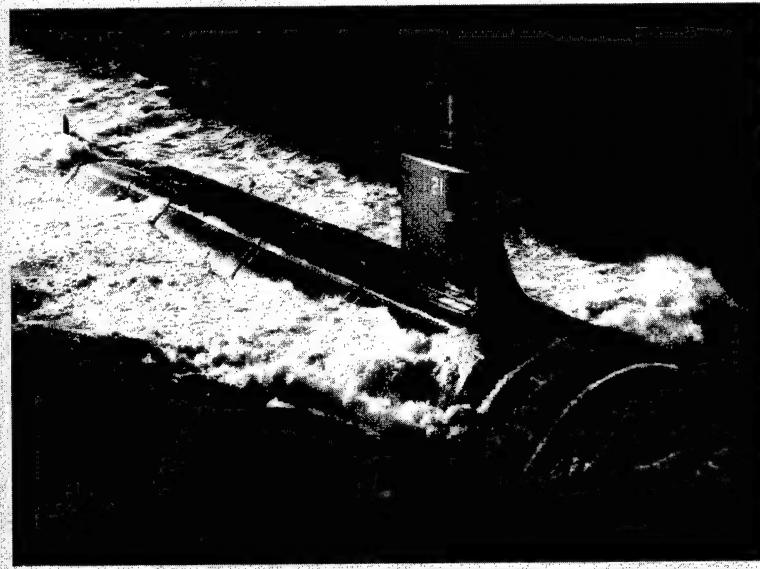
If you tie your message to one of the communication themes, you'll help us reinforce some of the Navy's selling points. And, your message will be amplified by the synergy created by several similar messages from other Navy communicators."

—LCDR Jon Smith, Public Affairs Team member

Osawatomie native aboard Navy's newest sub

ONBOARD USS SEAWOLF — Being a part of Naval history was probably the last thing on Petty Officer Third Class Aires Harrison's mind as he enlisted in the U.S. Navy, but it's exactly what he is — a part of history.

Assigned to the newest class of fast-attack submarine in more than 20 years, Harrison, the son of Ron and Fane Harrison of Osawatomie, is a machinist's mate on the most versatile warship ever put to sea. Machinist's mates operate and maintain turbines and gears used in ships' propulsion systems. They also maintain auxiliary machinery and air conditioning. "I work on air purifying systems, hydraulics and the diesel engines," said the twenty year old sailor. "The best part is working with the machinery."



Harrison is one of 130 sailors and officers preparing Seawolf for her commissioning this fall. The first of its kind, the boat is designed to be exceptionally fast, quiet and well armed. Seawolf is equipped with advanced technological sonars and sensors.

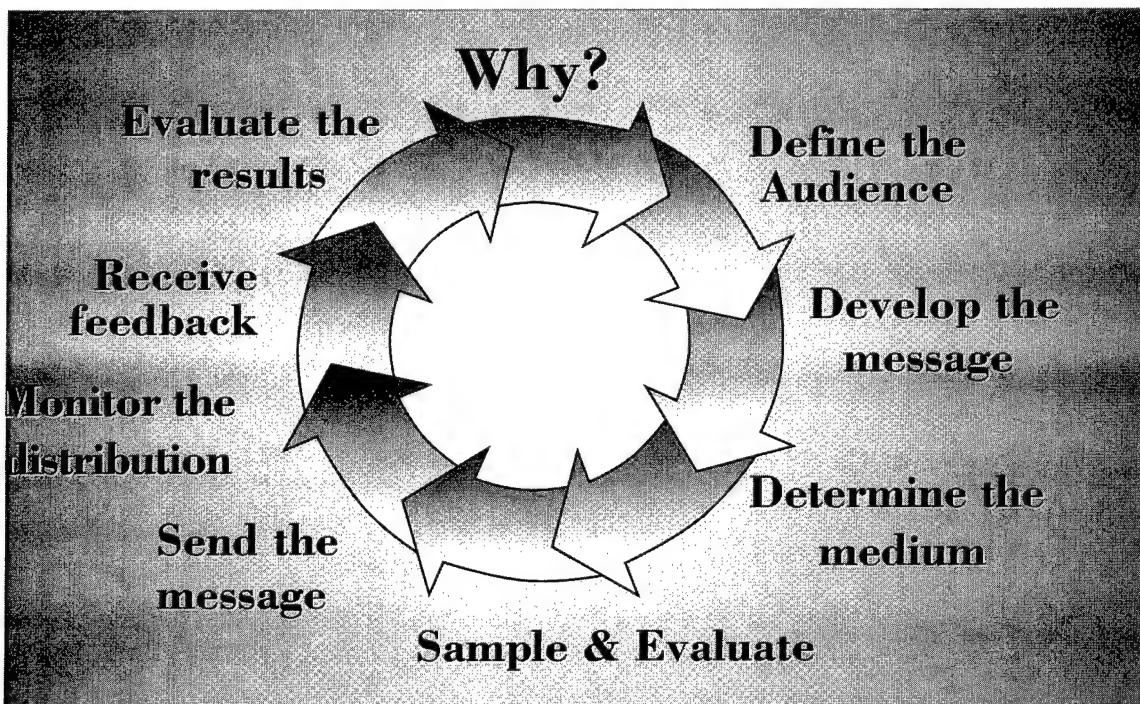
As an attack submarine, the primary mission of Seawolf is to seek and destroy enemy submarines and ships, while being able to carry out a wide variety of secondary missions.

A 1994 graduate of Osawatomie High School, Harrison joined the Navy the following year. "I joined to see the world," he said. A "plankowner," Harrison said he is proud to be a part of naval history. "Being a plankowner is a lot of work," said Harrison. "But the crew here makes our submarine better than all of the rest. We make the boat what it is."

The term "plankowner" dates back to the earliest days of ship-building when ships were wooden.

According to Naval tradition, all members of the commissioning crew own one plank of the ship to be claimed after the ship is decommissioned and disassembled.

Miami County (Fla.) Republic, October 23, 1996



The Communication Process

Now that you are armed with the themes of 1998 and are ready to think globally and act locally, how do you prepare to communicate? How do you get the right message to the right target audience? What steps should you take to make sure your voice complements others' and amplifies the Navy message?

Effective communication is a cycle. Each step builds on the previous one, with some fine tuning along the way. To be an effective communicator, you must follow a systematic process. The diagram and explanation of the communications cycle below will help you understand the process.

● Why?

The first question to answer before you start to communicate is "Why?" That is, why communi-

cate? What do I or my organization want to accomplish? Communication just for the sake of communicating is "noise." We are not concerned with social communication but the deliberate act of communicating for a specific purpose. You must define that purpose and its benefit to the Navy.

Do you want people or an organization to join up? Express their interest and support? Write letters? Visit a ship and talk about it with their friends? Accept the aircraft noise because the naval air station's mission is in the public's best interest? You must aim your communication at achieving those results.

"Why?" applies to all forms of communication: Why do you want to talk to this reporter? Why host that group of visitors? Why give a speech to this audience? Why make a public news release? What's in it for your command or the Navy? If you don't have a reason to communicate — if you're not trying to accomplish a specific purpose in the Navy's and the public's best interest — it's best to

stop the communications cycle before you waste your time and the time of an audience.

●Define the Audience.

Once you have answered "Why?" move to the next step of the cycle, defining the appropriate audience.

The Navy is a complex organization with many goals and potentially hundreds of valid messages. You could simply launch one of those messages into the "Information Age" vortex and hope to hit an audience. The result of this approach might be a lucky hit. The more likely result is missed opportunities.

The "right" audience may be an internal audience, an

external one or a combination of both. The internal audience is composed not only of active-duty Sailors and Marines but of everyone who is part of the Navy-Marine Corps Team.

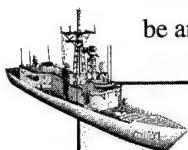
The external audience — the American public — can be subdivided into many other audiences, each with its own interests, characteristics and information needs.

Some of these audience subsets are already interested in the military; others are less so. Some view the Navy with suspicion; others are receptive and supportive.

Some understand Navy missions and technical capabili-

ties; others know only that the Navy has ships.

Audiences can be defined by age, geography, gender, education and other categories such as interest or experience level. Your communication challenge is to decide which audiences you need to reach and the qualities that define them. What do they really care about? What are their values? How do they get their information — via television, printed material, the Internet? Where are they — what part of the country, state or area of the community? How much influence do they have? Are they capable of doing what you want them to do? In all cases, the mission of Team Public Affairs is



How to Research Your Audiences

★The local Chamber of Commerce can provide data on economics and people.

★Pay attention to commercials to see at whom the ads are aimed.

★Pay attention to the local news media for important issues — especially letters to the editor.

★Check the U.S. Department of Commerce publication *Statistical Abstract of the United States* (available in libraries).

★Opinion leaders — those such as school superintendents and principals, leading businessmen, clergy, local officials whose opinions matter in their communities — can give you insight into what the community cares about and who they are.

★Ask Navy civilians who live in the community.

★What do *your* neighbors think?

to communicate with them so that they can make informed decisions and take informed action.

●Develop the Message.

Now that you have your target audiences in mind, how will you tailor your message to create maximum impact? Rather than depending on luck, carefully choose your targets and craft your messages to reach the right audiences. For example, the message to an audience of 18-to-25 year-olds will be different from that to an audience of retirees. The better you know your target audience, the better your communication results will be. It is important to be plugged into the important issues facing your command, local community and other major sub-sets of your target audience.

The messages you deliver to your internal audience may differ significantly from those to your external audience because the information needs are different.

As you shape your message, keep foremost in your mind the results you hope to achieve. Parents

information provider for the Navy, just keep customer service in mind. Our representatives deserve top-notch customer service. They are the link to the Navy's key constituencies — our Sailors and Marines and the rest of the American public. We must do our best to earn their trust every day."

—JOCS Timothy Shipman,

Journalist Exam/TRAMAN Writer, NETPDT, Pensacola

know that to change the behavior of small children, they must communicate at a child's level. They adopt a different tone when trying to influence colleagues. Speak to your audiences where they are, in a way that reflects their values and their concerns. This is the heart of any communication strategy. Your messages will be shaped in part by the communication profile you adopt. Let the situation dictate the appropriate high-level or low-level profile.

The choice varies from the "full court press" of a proactive approach, to a reactive mode of responding only when you are asked, to doing nothing, as

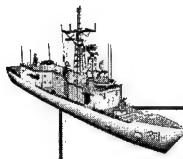
in the case of a suicide. You don't want to publicize the incident in the first place.

Sensitivity and family privacy concerns may dictate letting the incident pass without comment. Silence is always an option, but consider the options carefully before you choose an approach.

Once you have determined your primary message, form a series of communication points. Your communication points give

"Communication leaves the mind with a clear, unforgettable message. Successful marketers know that usually the simplest messages — substantiated and often repeated — that create the most powerful impact, that accomplish something."

Marge Holtz, Director of Public Affairs, Commander, Military Sealift Command



Examples of Weaving Messages

(Bold portions of the statements are messages.)

★The two crew members of an F-14 that crashed 30 miles off the Virginia coast this morning are safe. The quick reaction of a helicopter from USS Destroyer **shows that our communications and rescue training work well.**

★Naval Station **showed its concern for the welfare of the youth of Local Community** when 26 school children from Local School were invited to visit the base on Friday.

★The cost of the new ship program is small **when you consider the positive impact it will have on ensuring peace and stability anytime and anywhere.**

the message substance. For example, if your message is “the readiness of a ship,” the points are the ship’s high-tech equipment and the ship’s crew who give the ship life. A goal in communicating is giving your audience information, but the larger objective is telling them your position and why the information is important to them. Communication points explain the message and tell why it’s important.

For another example, your unit or installation begins to use a different method of waste disposal. Your message is that your command is a responsible neighbor and is concerned about the environment. Your communication points deliver the factual information, such as the disposal methods used and why the new method is being used. Other

messages could be “efficiency,” “economy,” “personnel safety,” “cooperation with local authorities.” All would be backed up with communication points supporting the messages.

By weaving communication points into the messages, you are telling the public “why” along with “who, what, where and when.” Some of your audience may be able to draw the conclusion from your information that the new method is good because it’s safer, more efficient, saves money and is environmentally friendly. But some won’t. Leave as little as possible to chance in the communication cycle. Send the messages deliberately and repeatedly!

As you develop your communication points, keep in mind the key communication themes put

forth in this Playbook. Look for opportunities to incorporate the themes into your messages.

●Determine the Medium.

Your choice of media should reflect your goal (“Why?”) and your audience. Try to model the message and the medium after the outlet the audience uses: Some read *Car and Driver*; some read *The New Yorker*. Recognize differences in taste and information needs and desires. If your goal is to increase local community support for your command’s environmental policy, your audience is local. Choose local newspapers, broadcast outlets and perhaps a community leaders visit so that the local audience can see what your policy is. If your goal is to increase Navy-wide awareness of your command’s participation in a national event, your

audience is internal (Navy) and your media the Navy Wire Service and other internal products. If your goal and audience are national, work with CHINFO on a national media strategy.

In choosing media, don't overlook speeches, ceremonies, visiting opportunities, flyovers, e-mail, billboard signs, displays, and commander's calls. Also, recruiters can arrange Sailor speaking engagements and interviews with local media. The local success story helps recruiters do their job of selling the Navy to top quality young people.

●Sample and Evaluate.

The most sophisticated information marketers seek audience feedback from surveys and focus groups before full distribution of the message. While you may not have time or resources for this level of assessment, try to test-market your message in some limited way before you launch your full-scale release plan. Test it informally with members of the Public Affairs Team or with a trusted reporter or two. Discuss your plan with a few members of your target audience and perhaps

"Recruiters are a great force for the Public Affairs community. They can carry your Navy messages across America — in many cases, those are the same messages recruiters need to help attract young men and women into tomorrow's Navy."

— LCDR Donna Murphy, Navy Recruiting Command

with neighbors or friends. Does this plan make sense? Do your "trial audience" members understand it?

●Send the Message.

If you have defined your goal, audience, message and communication points, and the media you will use, you are ready to communicate. You've identified your target audiences and the best media sources to reach them. You have carefully tailored the message and chosen the media. You have decided whether the situation calls for an active or passive profile.

As you move your communication products into the information marketplace, look for ways to get

"more bounce for the ounce."

Consider various channels within the chosen medium to send the message to different audiences. If you use only one channel, you are likely to miss an opportunity to reinforce your message. The important thing is to get your messages to the right audiences — on target, hit after hit.

"Over and over again how very essential it is to test a communication product before going public. Your product will be more effective if you get the perspectives of a few people from within the target before releasing the product more widely."

— CAPT Ron Morse,
Director, NAVINFO West, Los Angeles

More Bounce for the Ounce

The concept of getting "bounce" in public affairs means generating extra stories or coverage from a single event. It means finding multiple ways to get coverage — each tailored to a specific market.

To maximize the bounce, you analyze your Navy story for every possible local angle. A story that you develop for internal media can be re-worked and

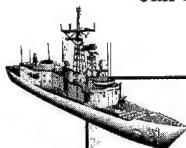
tailored for external media. The Fleet Home Town News Center can market your Navy stories to local media in multiple markets.

For example, consider the Sailor/Marine who has earned the Personal Excellence Partnership Award for outstanding volunteer support to a local elementary school. His/Her efforts have won attention in the form of an award, which generates a Home Town

News Release. Local news media will be interested because of the impact on their community.

All Hands could use a photo and a short write-up for the "Shipmates" section.

A photo and article should appear in the base paper. The Sailor/ Marine can be a speaker at other commands or at civic organizations on how to conduct a better partnership program.



Playbook Tips: Getting More "Bounce"

★ Your ship's volleyball team wins the base tournament. You send a press release to the base newspaper. Also send it to the Fleet Home Town News Center for placement in the hometown newspaper of each team member.

★ Your ship conducts a Tiger Cruise. Offer each guest a fill-in-the-blank news release about the cruise so they can give the release to their hometown newspapers.

★ CNO visits your unit. You're going to have photographs taken of Sailors shaking hands with CNO. Send copies of the photos with cutlines to FHTN Center for placement in hometown papers. Get more good news out of good news!

★ When a member of Congress visits, try to get a photo of him or her with each person aboard from the congressman's home state. Then write a cutline for each photograph and send it with a copy of the photo to four places:

1. The FHTN Center for marketing
2. The Navy Office of Legislative Affairs
1300 Navy Pentagon, Rm. 5C768
Washington DC 20350-1300
3. The family of the person with the congressman
4. The member of your command



Ways to Get Feedback

- ★ Check with neighbors and friends in the local community.
- ★ Ask someone in the audience to say what message they did get. Was it the one you were trying to send?
- ★ Are reporters interested in covering the event or issue? Are reporters calling for more information?

Note, too, how this situation plays the external themes "Sailors and Marines... Successful Citizens" and "America's Navy... Quality Leads The Way." It also demonstrates the internal themes "Core Values," "Teamwork" and "Pride."

Polish your customer-service skills

Successful businesses know that customer satisfaction is paramount in keeping customers. And customers — such as our Sailors, Marines, civilian employees and their families, the American public and the news media — will not be satisfied unless they trust you.

Gaining trust is possible only if we can be counted on to inform our customers consistently, accurately and quickly. We want our customers to know that the Navy will give them accurate and complete information.

To build trust, you must maintain regular contact with your customers. Responsiveness is key in a trusting relationship. If you are asked a question to which you cannot respond immediately, use a customer-service approach. Do not refer the

customer somewhere else. Instead, make careful note of the question and let the inquirer know that you will get the answer. Then, honor your commitment.

Navy leaders and the Public Affairs Team who supports them know that they must keep communication lines open with the internal audience. Don't wait for something to go wrong to start communicating with your external and internal audiences.

●Monitor the Distribution.

Don't assume that just because you sent it the message is going to get to your audience. Confirm its receipt and understanding. Follow up with a reporter to see when the interview will run. Be sure that the command newspaper has the article and will publish and distribute it in the expected time frame. Check to see whether the letter or fax was received. Did the speech or town meeting audience ask questions? Did they seem interested? Was the timing right? Did the audience get it when they needed or wanted it? Is follow-up required?

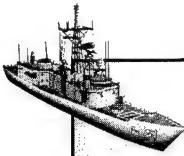
Follow your message to make sure the communication cycle isn't broken. The cycle is not like some of the Navy's high-tech weapons that you "fire and forget." The process requires constant monitoring to achieve the intended results.

●Receive Feedback.

Feedback is an often-neglected step in an otherwise well-planned communication strategy. With this step, you can determine your success in getting the message out. You can assess the need to fine-tune and decide what elements of your strategy (if any) to eliminate or adjust.

●Evaluate the Results.

It is important to recheck your target after you have "fired" your message. You can begin to evaluate the results by studying the media coverage immediately. Is press coverage positive or at least "balanced"? Is your position or side of the



One Message, Many Voices

The most effective communication tactic you can use is “one message, many voices.” If the entire Navy is saying the same thing, with many voices, the message spreads further, is reinforced, better understood and therefore *acted on*.

story on the event or issue getting told?

Public reaction also helps determine whether your message is on target.

Are you getting more or fewer phone calls, visitors, readers of your newspaper, hits on your website? Have members of the local community stopped writing letters to the editor or to their congressmen about noise, pollution, waste or lack of attention at your installation?

Once you have studied your feedback, determine how close you are to achieving your objectives. Re-ask, “why?” Then,

if necessary, make the necessary adjustments to your communication efforts to achieve the results you intend. For example, if you wanted to stimulate more family interest in command activities, assess whether more people are attending events. Have protest groups stopped gathering outside the base? Are phone calls starting or stopping? Is the community outreach program more active? Are reenlistment rates increasing?

Remember that effective communication is a dynamic cycle that begins with the key question “Why?” Following “why” should be a continuous,

“Americans have a love-hate relationship with the press. They love to read and hear about their neighbors and colleagues, but they also believe increasingly that the press invades people’s privacy. Regardless of whether the public’s view of the media improves or worsens, a free press is a fortunate fact of life in a democracy. We should be grateful for it and make the most of it.”

—RADM Dick Wells, Director, Navy Reserve Public Affairs Program

Interview Tactics

planned flow of information with course adjustments along the way. It is a complex process requiring painstaking efforts, but it works when it is implemented deliberately and consciously. Make it work for you.

Interviews with news media representatives are efficient and effective ways to tell the Navy story to large audiences. As a Navy spokesman and member of the Team Public Affairs, you may find yourself facing a reporter’s notebook, tape recorder or camera — or preparing someone at your command to do so. When you understand how an interview works, what reporters are looking for, and how to deliver the Navy message

through this mechanism, an interview becomes an opportunity rather than an ordeal. Think of the news media as, in fact, a medium — a way to communicate with our audiences. *The news media themselves are not our audience; the American people are.*

Giving interviews is the right thing to do, the necessary thing to do. It is the right thing to do because it is one way to give a status report to the boss. All federal employees are employed by the taxpayers. We owe those taxpayers an explanation of how we are using their tax dollars. It is the necessary thing to do because if we don't tell the Navy's story our own way — with the Team's input — someone else will tell it for us in quite another way.

Of course you may choose not to grant an interview. Silence is always an option. But in that case, don't be surprised if you aren't pleased with the resulting story. Reporters must fill column inches and air minutes. If you don't give them information to do so, they will find someone else who will. Do you want someone else speaking for you or telling the Navy story?

A media interview is a partnership in action. The reporter needs you to help do his or her job. You and your command personnel are the experts and the best sources on Navy subjects locally.

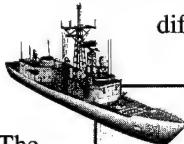
The Navy also needs reporters to reach our audience. This partnership of mutual need can work well, as long we you understand and respect each other's roles.

Use the following tips and techniques to prepare yourself and those in your command for media encounters.

In doing so, you will increase the likelihood that you will get what you want from the interview while implementing the Navy's communications strategy.

Before the Interview

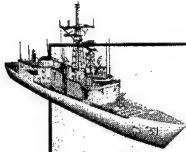
- Prepare, prepare, prepare. Do your homework. Know what you want to get out of the interview before you even schedule it. Know why you're doing it. Have a game plan and a message to send. If you're uncomfortable with the prospect of a media interview — especially before a television camera — you're not alone. Most people fear being in the spotlight. The best way to manage that discomfort is to know how an interview works and to be prepared.
- Get to know the media organization and the reporter who will conduct the interview. Watch a recent show or read an article the reporter or news organization has done. The more you and the reporter know about each other, the more comfortable you both will be when the interview occurs. Consider hosting a media day and invite groups of media out to the base or ship for a tour or lunch with the commanding officer.
- Understand the medium. Print requirements differ from broadcast requirements, and



Interview Location

★ Avoid interviews in your office or the office of the person giving the interview when possible. The setting might allow for too much interference.

★ Try to arrange interviews in a setting that augments the purpose of the interview — a setting that helps to tell the story, such as a laboratory, working space, operations center or flight deck.



Categories of Attribution

★ “On the record for full attribution” means that everything said during the interview may be used and quoted, along with the name and position of the person who said it. *Use this attribution category unless you have an extraordinarily good reason not to.*

★ “On background” means that the information may be used but not attributed to anyone by name. “A Navy spokesperson,” “a Sailor,” or “a naval aviator,” for example, may be cited as the source of the information. The background information is presented for the reporter’s understanding of a situation, event, issue or incident. *A risky category, but useful for those who really know what they are doing and who have an established relationship with the reporter. Use only after consulting with a senior member of the Public Affairs Team.*

★ “Off the record” is information used to educate a reporter about a subject. *The information is not to be used in a story. “Off the record” is a category best left to the pros.*

Before the interview takes place, ensure everyone understands the ground rules and attribution. The best policy to follow is always staying on record when talking to the press.

breaking news is handled different from feature news. The broadcast media want it *now* and with pictures and sound. Print media want details.

● When dealing with a controversial subject, know the opposition’s point of view and be prepared to respond to it. A better tactic is to get out in front

with your point of view. Preempt the interest and questions by telling the Navy’s side of the story before you are asked.

● Come to terms. Ask what topics the reporter would like to

cover. Suggest additional topics or angles that you want to have covered. Agree up front on the areas to be discussed and how much time will be allotted for the interview.

● Set the ground rules. The best policy is to treat everything as “on the record.” Never say anything you don’t want to see in print. Only senior

***The best way to attain credibility
is to have an official speak
authoritatively on the record.***

—Susanne Schafer, Associated Press



Examples of Bridging

★Never repeat a negative. Bridging is the technique of moving from the negative to the positive — to the point you want to talk about.

★The answers below are examples of bridging to positive points from potentially negative questions.

Q: Don't six-month deployments ruin Navy families' home lives?

A: Let me describe for you the family-support measures that go into place for deploying units and the honor, courage and commitment of the crew.

Q: Isn't \$40 million a lot to pay for one aircraft?

A: The price of having a great nation is having a great Navy. Peace and stability are what this aircraft will help to guarantee.

Q: How difficult is this new piece of equipment to maintain?

A: The top-quality people in the Navy and the training they receive mean that we are able to use and maintain high-technology equipment to its maximum capability.

and experienced communications professionals should tread into ground rules gray areas, and then only cautiously and deliberately.

Reporters themselves disagree on the meaning of various ground rules. Some may take "on background" to mean they can't use the information in print unless later agreed; others may take it to mean they can use it but not attribute it to anyone.

"Not for attribution" to one reporter may mean he or she agrees simply not to use the source's name. To another, it may mean an agreement not to use the source's name or command or any other identifying information. "Off the record" is a risky category. It should be used only

rarely and with good reason, after consultation between a member of the Public Affairs Team professionals and the interview source. Interviewees should never casually insert an off-the-record comment during an on-the-record interview. Switching ground rules mid-interview confuses everyone. The key rule, in any case, is not to say anything you don't want to be used.

●Respect the reporter's deadline. Always ask, "What is the deadline?" The media's deadlines are our deadlines, too, if we want

the Navy's side told. A bonus is that you will be remembered for your responsiveness the next time that reporter is thinking of sources.

*...of visuals. We don't
need to be briefed to death.
We need pictures."*
—Chris Plante, Military Affairs
Producer, CNN

● When responding to an interview request, if at all possible, you set the time and place for the interview. Don't do it until you (or the source) feels prepared and in control. If you get a phone call for information and you weren't expecting it, offer to call back in a half-hour. Take that time to compose yourself and to locate and review materials that you may need during the interview. Try to schedule in-person interviews in familiar surroundings. Always ask about the subject of the interview, and establish that the interview will be strictly on the subject.

● Focus in advance on the brief, positive points you want to make. Plan how to make them, regardless of what the reporter asks. Practice applying these communication points to a variety of questions, and plan your transitions — your bridges to positive points. Move

the line of questioning to the points you want to make.

● When preparing for a television interview, time yourself. If you discipline yourself to capture your most important thoughts in 10-second sound bites, you're much less likely to have your answers edited.

● Identify the best person for the interview. Sometimes the CO, XO, or the command spokesperson should speak for your command, but frequently the deckplate Sailor is the best representative.

● Prepare the source. Informed Sailors are more articulate Sailors, which enhances both their personal image and the Navy-image. Communicate

regularly with your Sailors. When interviews are scheduled, help prepare them with information and moral support. Tell them everything you know about the reporter and the interview. Identify probable questions, and help plan good answers, but don't tell the subject-matter expert what to say.

If the topic is sensitive or controversial, conduct a mock interview. Practice helps; practice works.

● Be aware of the news stories of the day. Read the local newspapers and watch the local television news in the day preceding the interview. Try to catch the breaking news of the day. A reporter is likely to want a reaction or how the breaking event will affect you locally.

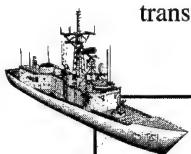
● Attend to the logistical details, including physical setting and dress. For interviews conducted at the command, scan the environment for undesirable or unattract-

"Communicators aren't born; they develop through practice and preparation. If you use these techniques consciously and consistently, you will feel empowered, you will be empowered."

—LCDR Rod Hill,
Defense Information School Instructor

Meeting the Press

Prepare yourself fully for meetings with the media. Find valuable information on media interview preparation, make sure you've followed up correctly after an interview and know what to do in various interview scenarios, all in Appendix A.





The Fundamentals of Media Relations

- ★ Know why you want to communicate. What's your objective other than just giving a interview because you were asked?
- ★ Know what you want to say. Plan how you should say it. Seize the opportunity to say it.
- ★ Be honest and as open as you can.
- ★ Treat interviews as an opportunity to tell the Navy story.
- ★ Never say "no comment." If you cannot give an interview or cannot comment on a particular topic, explain why.
- ★ Act. When news is breaking and timeliness is critical — especially in times of crisis — don't get bogged down in bureaucracy. Consult quickly with your supervisor and a member of the Public Affairs Team, then pick up the phone.
- ★ Maintain good working relationships with the media. Get to know your local reporters before a crisis occurs. Treat reporters with the same respect and consideration that you expect from them, but don't fall victim to intimidation tactics or to "Buddy" tactics. Maintain a professional bearing and attitude.
- ★ Treat all media representatives equally. Don't play favorites.
- ★ Remember that local media are important allies in our public affairs strategy of "think globally, act locally."

tive elements and remove them. When conducting a studio interview in uniform, wear service dress blue. The uniform of the day is appropriate for waterfront or on-the-scene interviews.

● For radio interviews by phone, ask the reporter to inform you when taping or airing begins. Speak clearly, slowly and in short sentences.

● Any time you deal with broadcast news media, act and speak as though the microphone and camera are on.

During the Interview

- Always tell the truth!

● Relax. Be yourself. Be direct but friendly. Show enthusiasm if that's how you feel!

● Take your time. Don't let the discomfort of silence lead you into chatter. Think about the question before you start to answer it. The reporter will wait until you have formulated your answers and will appreciate your thoroughness and clarity. Taking some "think time" will give you a better chance of getting your messages across.

● Know your limits, and stay within them. Don't speculate or guess. If you don't know the answer to a question, say so. Offer to call the reporter with the information later. If you're asked a question

Build a relationship and a rapport with reporters. Trust us. Talk to us. Be accessible.

—John Roper, National Security Producer,
FOX News Channel

that you don't feel comfortable addressing, just state politely but firmly that you are not the appropriate person to answer that question — and perhaps suggest someone who is.

●Correct the record right away if you hear something false.

Clarify yourself if you feel you're being misunderstood or misportrayed. This is not only your right, it's your obligation.

●Keep your answers clear and concise. Give simple factual information and context briefly. Avoid jargon, acronyms and technical terms. Use comparisons and examples.

●Always have something to say at the end of the interview during the wrap-up courtesies. The

reporter will normally ask, "Did I cover everything?" or "Do you have anything to add?" Have something — even if only to rephrase a point you've already made (one of your prepared messages). Often your most profound and concise comments come at the end of the interview, after you've "warmed up."

After the Interview

●Thank the reporter for the interview and the opportunity to communicate with the public.

●Conduct follow-up. If additional information was requested or promised, get back to the reporter as soon as possible. Make a follow-up call to reiterate key points.

●Offer to be available for additional questions or fact checks. Most reporters won't let you edit the text before publication or broadcast, nor are they obligated to give you a "chop" on the report. But you can help a reporter achieve your mutual goal of accuracy by making yourself available for follow-up questions.

●Debrief the interview with a member of the Public Affairs Team. Critique yourself. Discuss lessons learned. Develop your confidence and comfort level before the next interview opportunity.

See Appendix A, page 58, for interview checklist.

Tools of the Trade

Trade practitioners need a well-stocked tool box to conduct business, and tap into other resources. Public affairs is no different. Navy resources and tools vary from the broad to the specific.

●People resources.

It's true: people are our most important resource. Public affairs professionals help establish communication links between a captain and crew and between the command and other audiences.

The commander is always the driver in public affairs issues, but Team Public Affairs members can act as navigators to get the job done.

Even if your command does not have any public affairs personnel assigned, help is available from professionals in the chain of command.

"Information delivered after the deadline does you no good."

—Steve Komarow,
USA Today



Writing News Releases

- ★ Use the Ws and H. Answer who, what, when, where, why and how in the beginning paragraph of the release. If the release must be edited for space, the most important information will still be at the beginning.
- ★ Follow policy. Ensure all information is unclassified, correct, in good taste and within the cognizance of the Navy and your command.
- ★ Write in clear English. Use common, simple, clear words. Avoid wordiness and excessive use of military terms. (Would your civilian neighbor understand it?)
- ★ Have a communication point. What happened may be negative, but the release can express the Navy's position by stating what is being done, such as an investigation, a search, or measures to contain the situation. Why is the event newsworthy?
- ★ Apply a logic test. Does the release makes sense. Does it follow a logical order? Does it raise or leave questions unanswered?
- ★ Provide a phone number for additional information, and make sure the number works.

Navy installations almost always have officer, enlisted and/or civilian public affairs professionals to help tell the Navy story. You can also receive public affairs support at fleet and type command staffs. Systems commands like Naval Air Systems Command, Naval Sea Systems Command and Naval Supply Command also have public affairs assets in their headquarters, who can help the commands in their chains or connect them with local public affairs resources.

Public affairs staffs at these commands can give guidance, technical assistance and other public affairs contacts. (See Section IV for some great resources.)

Naval Reserve public affairs units have personnel available to serve Annual Training and Active Duty Training at your command. Many reserve

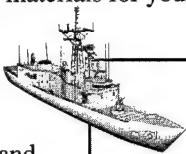
public affairs professionals work in the communication industry in civilian life as well. They bring extensive experience and useful skills to your public affairs projects. The Office of the Chief of Information (CHINFO) is available to provide advice and guidance on overall Navy public affairs policy questions, but make sure you keep Team Public Affairs in your chain of command informed on the issues you are working. They will appreciate hearing about your plans from you instead of being surprised by a call from headquarters.

Don't be afraid to pick up the phone and ask for advice. Don't look for help only when something goes wrong. Look for ways to tell what is going well at your command. Team Public Affairs is always looking for a good story, and you undoubtedly have many. Every public affairs

project is an important step in building a trusting relationship between Sailors and the American public.

●Internal Communication Tools.

Many internal relations tools are available throughout the Navy. Some of these may provide sources or are materials for your local communication efforts and media. Others are designed to stand on their own, to enable you to get the word out in your command with little effort. You may already be familiar with most of these, as they are staples of your internal relations program.



●Publications/Instructions.

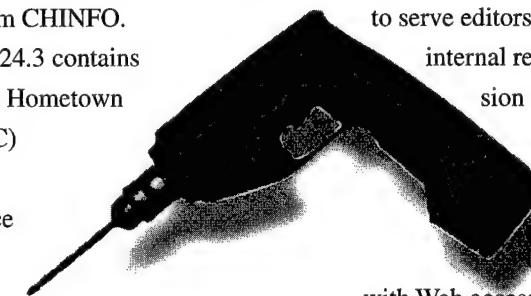
✓U.S. Navy Public Affairs Regulations (SECNAVINST 5720.44A) should be your first source for public affairs guidance.

✓Telling the Navy Story - A Handbook for the Collateral Duty PAO is another valuable document. It can be obtained from CHINFO.

✓SECNAVINST 5724.3 contains guidance for the Fleet Hometown News Center (FHTNC) program.

✓Navy Wire Service ("A" and "B").

Navy Wire Service (NWS) is a five-days-a-week e-mail subscriber service that provides news stories to the editors of base newspapers, internal Navy publications and people who closely follow the Navy. NWS is the



Playbook Tips: Localizing the News

- ★Why should your audience care?
- ★How does it affect their pay?
- ★How does it affect working conditions?
- ★How does it affect their families?
- ★How does it affect the deployment?
- ★How should it make them proud?
- ★How can they use it?

"Associated Press" of Navy internal media. The service includes an "A" wire containing "hard" news stories about Navy events, operations, personnel matters, and shorter stories about activities of the Navy-Marine Corps Team.

NWS stories come from chain-of-command approved submissions of public affairs offices afloat and ashore or are written by wire service personnel. Wire stories are transmitted via e-mail only and are distributed to a Navy public affairs e-mail subscriber list on Monday, Tuesday, Thursday and Friday.

The NWS "B"

wire contains longer feature stories or "soft" news stories, including consumer information alerts and other "news you can use." It is transmitted every Monday to the same e-mail distribution as the "A" wire.

Both the NWS "A" and "B" wires are intended to serve editors and people involved in Navy internal relations. The schedule of transmission is intended to allow editors to meet weekly publication deadlines with the most up-to-date information.

The wires are available on the internet for browsing by anyone with Web access. To locate them, open the United States Navy Welcome Page: <http://www.navy.mil>. (Make this the home page for your web browser if you haven't already). Select the Navy News button to locate and click on the listing for 'Latest news

from the Navy News services, including current and back issues." This step will give you a menu to access the wire service.

The NWS wires are not available by message, but the best stories are included in the weekly NavNews, which is in message format. Submissions for both the NWS "A" and "B" wires may be sent to the Naval Media Center via message, e-mail, fax or mail.

All command press releases that are of Navy-wide interest should be submitted to the wire service for consideration. This tool provides another way for local commands to get "more bounce for the ounce." The wire service is also a great method for passing along your good ideas to other commands.

●Navy News Service Message.

Navy News (NavNews) is published every Wednesday and is composed of a selection of articles from the NWS plus any new or late-breaking news. It is distributed by naval message and is available to all subscribers of the Naval Message System. NavNews is also available over SALTS (as either desktop publishing or text-only version) and on the Internet at www.navy.mil under "What's New." Late-breaking news may also be reported in subsequent messages.



Commands are encouraged to use NavNews as a method or tool for not only informing their audiences regarding news and policy information but also to inform their Sailors and take better care of the Navy family.

Do not let NavNews become an unused tool in your command's internal information tool box. Make sure all divisions have copies and use them to brief their people and to post in work spaces. Consider publishing items from NavNews in the POD/POW. The "desktop publishing" version is in a more readable newsletter format and includes graphics and photos. It is a finished product ready for duplication and local distribution.

If your command publishes a paper or newsletter, use NavNews material in it. Editors

may not want to use all stories from NavNews. However, it's a good idea to set aside a column for articles that relay important policy or personnel information or those that promote internal media communication themes. This material is intended for the widest possible readership and audience.

You have two local levels of responsibility for using it: (1) using all available channels of communication to pass the word; (2) tailoring it to your audience in terms of how it affects or should interest them.

●Navy/Marine Corps

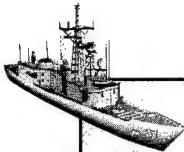
NewsNavy/Marine Corps News (NMCN) is a weekly, 30-minute internal relations television program designed to keep Sailors, Marines and their families up-to-date on information they want and need to know. Stories from all

Playbook Tips: Internal Publications

★Internal communications publications and broadcasts reach the "external audience," too. There is no such thing as a purely "internal publication."

★What do you want the external audiences to know? They *will* see your "internal" products.

★Don't forget that one of your most powerful communication tools is your internal audience. They can tell the Navy story "over the backyard fence," neighbor to neighbor.



All Hands is Yours

All Hands provides opportunities to showcase your local people. Take advantage of it!

around the Fleet and the Corps are presented in professionally produced telecasts. The newscast is targeted at the largest group of Sailors and Marines, the 17- to 25-year-olds, but it is of current interest to the entire Navy-Marine Corps family.

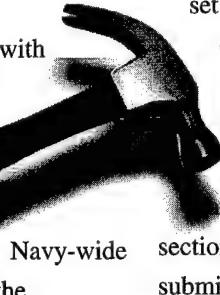
The weekly program is transmitted via satellite to shore commands world-wide each Friday through the Armed Forces Radio and Television Service (AFRTS). The Naval Media Center's duplicating facilities, which receive the satellite feed, make copies for prompt distribution to other commands and ships operating in their areas. Other Navy commands, at their request, receive the tape each week in the mail. Additionally, copies are mailed to almost 200 commercial cable systems in the U.S. Those cable systems air it to benefit local audiences, including members of the Navy-Marine Corps Team and those who enjoy following our activities and operations.

Each week's upcoming show is highlighted near the end of the weekly NavNews message. Program notes accompanying the mailed-out tapes tell how to get

your command featured in the program and recognized worldwide.

Navy-Marine Corps News can also be an essential tool to create a favorable relationship with your local news outlets. It not only can help you get your foot in the door; it can give them local story ideas and help educate them about the Navy-Marine Corps Team and our joint mission.

If you have a story with strong visuals and



Navy-wide interest, call the program's producers listed in Section IV.

●All Hands magazine

All Hands is the Navy's flagship monthly magazine. It is for anyone in, or with an interest in, the Navy. It targets informational news stories and features that are of Navy-wide interest, especially to Sailors 17 to 25 years old. As a high-quality, glossy publication, it is in planning and production for up to three months before it is distributed. Therefore, your own planning is critical if you want

your submission to make the cut for a specific issue.

Each issue features a section

titled "Shipmates," which is dedicated to our Sailors' and civilians' noteworthy accomplishments. These outstanding people are chosen because they are command Sailors of the Year, commissioning program selectees, winners of community or other professional awards, have reached major career milestones and achievements, or have otherwise set themselves apart from the

crowd in a positive way and are simply great shipmates. Individuals and commands who are interested in being

featured in the "Shipmates" section of *All Hands* should submit a color, head-and-shoulders photo (not to be returned) with a brief description of the accomplishment. Include the person's full name, job description, age, rate or rank and — most importantly — the hometown. Any story in your base newspaper that highlights the accomplishments of Navy men and women is a good candidate for submission to *All Hands*.

●Captain's Call Kits.

Captain's Call Kits contain useful internal information for Navy leaders to pass along to their people. The kits, which are



Electronics Technician 1st Class (SW/CC) Angel Garcia was selected as Senior Shore Sailor of the Quarter for second quarter CY97 at Fleet Information Warfare Center Det., San Diego. Garcia, a Bronx, N.Y., native, demonstrated exceptional leadership and management skills by handling all official administrative correspondence for the largest department in the command.

Recognize your top sailors through All Hands magazine.

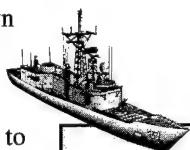
distributed by the Naval Media Center quarterly to all commands, include print quality, one-page articles with attention grabbing, copy-ready art work. These articles can be posted on bulletin boards or used as a ready reference to explain current information on personnel, policy and career issues.

●External Communication Tools.

Team Public Affairs also has access to numerous channels that provide information to readers and audiences outside the Navy, primarily through the news media. Central to these efforts, which maximize global thought and local action, are Navy public affairs production centers: The Fleet Home Town News Center (FHTNC), the two Navy Public Affairs Centers (NAVPACENs), and regional Navy Offices of Information (NAVINFOs). These are the CHINFO field activities, which exist to provide you with the tools to reach external audiences.

✓Fleet Hometown News Center.

Fleet Hometown News Center (FHTNC) is a valuable resource to boost your public affairs efforts in local markets. It remains the simplest and most cost-effective way to ensure your



people get recognized for their outstanding accomplishments. It is a highly-automated operation that takes basic information you provide about your command's activities

and its people, then creates and distributes news releases to print publications in hometowns of Sailors and Marines.

Releases to FHTNC may be done about the accomplishments of the entire command. These "roster stories" are then sent to hometown news media for all command members. Or a story may be prepared on an individual and distributed through FHTNC.

Thousands of Navy-Marine Corps news releases are distributed each week by FHTNC to many of the more than 12,000 media organizations that want to receive this service. Subscribers include newspapers, radio and television stations, and college/alumni publications throughout the United States and its territories. More than a million releases were distributed in 1997 alone.

FHTNC perfectly represents global thinking and local action, as each of these stories is about Sailors or Marines doing their jobs somewhere in the world. The story plays in their hometown papers. The news stories also continue to inform the American public about the capabilities and

Playbook Tip: Fleet Hometown News

Establish a personnel data base of crew members' home towns and states. This data will be useful for managing your local FHTN program and can be very handy in identifying the members of the command from the home state of a visiting VIP.

operations of our high-tech naval forces serving around the world. Every command must have an FHTNC program. See SECNAVINST 5742.3, which directs commanders and commanding officers to make this program available to their personnel.

✓Navy Public Affairs Centers/Navy Offices of Information.

NAVPACENs play an integral role in helping Team Public Affairs improve understanding of the Department of the Navy by producing releases on the men and women who serve their country. Where FHTNC provides a highly-automated system to give wide distribution to short stories on Navy-Marine Corps people, the NAVPACENs — located in Norfolk and San Diego — produce larger photo-feature stories about Fleet personnel, units and activities.

These stories and photos are marketed for the regional and local media across America in coordination with the regional Navy Offices of Information (NAVINFOs). NAVPACENs also have facilities to produce audio for hometown radio stations.

The stories developed by NAVPACEN teams of journalists and photomates are focused on the themes discussed in Playbook. The larger stories that they produce not only recognize

individual accomplishments but also provide the opportunity to create public understanding of the Navy. The development of NAVPACEN stories begins with the coordination of Fleet and type command public affairs professionals. They identify Navy platforms and commands that best illustrate Navy themes. Interviews of Sailors and Marines assigned to these commands are scheduled on a voluntary basis.

Stories are marketed before they are written and before photographs are printed. This ensures a market exists before time and money are allocated to story production. The primary marketing resources are the FHTNC media database and media directories. Copies of the story and photo are forwarded to each Sailor's family, with a cover letter stating that the local media have received the story. Editors and family are asked to return clips to the NAVPACEN.

NAVPACEN journalists and photographers regularly cover

fleet exercises and operations, producing stories about the participants. The NAVPACEN staffs are also first-line, deployable public affairs personnel to serve in contingencies.

As for all public affairs activities, feedback is an essential element for the NAVPACEN program. NAVPACENs provide clips to the featured command and the appropriate Fleet or type command. When you receive clips from NAVPACENs, be sure to give copies to the featured individuals and to command leaders. This demonstrates results and builds support in your command for public affairs activities.

Holidays, departures and homecomings provide outstanding opportunities to promote namesake ties between U.S. Navy ships and submarines and their namesake communities or locales.

NAVPACEN audio production facilities are used to produce 30-second audio messages for radio stations. For the holiday season, NAVINFOs identify interested radio markets for the NAVPACENs in the fall, allowing time to do the interviews and produce the messages. Because of the time and expense involved, these greetings are generally limited to namesake ships homeported in the same geographical area as the NAVPACEN.



Commands may contact the appropriate PACEN via their chain of command and request "expanded homeowners." If funding and time are available, PACEN personnel can travel to your command, take photographs and conduct interviews with your people and then market the resulting stories to their hometowns. In the event that travel money is unavailable for PACEN personnel to come to you, they can teach your representatives how to take photographs and advise them where to mail for marketing.

✓COMNAVCRUITCOM Fly Away Kits.

Navy Recruiting Command has a "Fly Away Kit" that contains information about Navy jobs, enlisted and officer programs. Flag officers and commanding officers speaking to "recruiting age" audiences may also call ahead for support information from Navy Recruiting Public Affairs.

Use these tested tools in your effort to "Think globally and act locally." They are a means of reaching segments of the external public by direct contact. They connect and strengthen the links between our people and the American public at the local and national level because they focus on and target real people. ***They work.***

Community Relations

A well-rounded communications strategy takes into account media relations and internal relations needs as well as community relations. The programs in community relations are media to use in your strategy of "acting locally." In the communication cycle, the impact of effective community relations can contribute to the feedback step in the loop. The Navy has several programs designed to bring the Navy closer to our main audience, the American public. A well-planned and executed community relations activity is local action at its best. If you have general questions about the programs described below or about community relations in general, call the

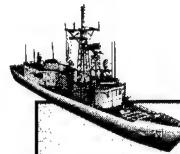
CHINFO Community Relations Division Director (OI-51) at (703) 695-6915 or DSN 225-6915.

Visits and Embarks Programs

The Navy has several programs designed to embark civilians on Navy ships and tour other installations. These programs provide an excellent demonstration of Navy and Marine Corps professionalism and can improve community relations by targeting a significant audience — opinion leaders. Opinion leaders are prominent at all community levels. They are considered

Guest cruises provide a unique opportunity for influential members of the community to see Navy operations first hand — then to tell others about their experience.





leaders whose opinions count. Opinion leaders are key target audiences in the Navy public affairs strategy of thinking globally and acting locally. They will visit the Navy and tell others about their experiences in very positive ways. If business or civic leaders in your area would benefit from exposure to the Navy, they may fit the criteria for one or more of the following programs:

● **Secretary of the Navy Guest Program.** A 3-4 day orientation to the Navy and Marine Corps, which includes pierside ship tours and an overnight CV embark for leaders from selected professional fields (doctors, lawyers, business executives, etc.). Guests are invited personally by SECNAV, and the program is administered by CHINFO. For details, contact CHINFO Visits and Embarks Programs Coordinator at (703) 695-7113.

● **CNO "Come to the Sea" Program.** This 2-3 day orientation to the Navy includes pierside ship tours and an overnight CV embark. The program is designed for high-level leaders in the fields of business, industry and education from a particular geographic region. Guests are invited by CNO, with the program scheduled and supervised by CHINFO. For details, contact the CHINFO Visits and Embarks Programs Coordinator at (703) 695-7113.

● **Guest of the Navy Program.** This 2-3 day embark on Navy surface ships is designed for business executives and civic leaders with no prior exposure to the Navy. This program is scheduled and supervised by COMNAVBASE Norfolk on the East Coast at (757) 322-2853 and COMNAVBASE San Diego on the West Coast at (619) 532-1434.

● **Media Embarks.** Members of the media fall under different guidelines and have unique access and escort requirements. Contact a Team Public Affairs member in your chain of command for help before inviting media for a visit or embark. You can also contact the media services division of CHINFO at (703) 697-5342 or your type

Visit Program Assistance

★ Atlantic Fleet Public Affairs Office (757) 836-3620

★ Pacific Fleet Public Affairs Office (808) 471-3769

★ CHINFO Visits and Embarks Coordinator (703) 695-7113
(CHINFO phone numbers will change. Watch for an announcement message.)

commander's public affairs office.

● **Distinguished Visitor/Leaders to the Sea Programs.** Overnight embarks are available on Navy ships for people who are in a position to communicate their experience to a larger audience. These may include corporate and civic leaders, clergy members, celebrities, and persons prominent in their field. These programs are supervised by CINCLANTFLT and CINCPACFLT and scheduled by the type commanders: COMNAVSURFLANT at (757) 444-5640; COMNAVSURFPAC at (619) 437-2735; COMNAVAIRLANT at (757) 444-3373 and COMNAVAIRPAC at (619) 545-1133.

● **"Go Navy" Program.** Embark opportunities are available on ships for Navy enlisted and officer program candidates and persons influential in the recruiting process. For details, contact your nearest Navy Recruiting District Public Affairs office or COMNAVCRUITCOM PAO at (703) 696-4200.

● **Educator Orientation Visit.** Designed to give teachers, guidance counselors, and school officials an opportunity to visit Navy installations and ships. These visits are scheduled and supervised by

COMNAVCRUITCOM. For details, contact your nearest Navy Recruiting District Public Affairs office or COMNAVCRUITCOM PAO at (703) 696-4200.

●**Youth Orientation Visit.** Designed to give youth groups (Naval Sea Cadet Corps, Royal Canadian Sea Cadets, Boy Scouts, Girl Scouts, etc.) opportunities to visit fleet concentration areas. These visits are key tools for recruiting in the years ahead. They are coordinated by East and West Coast Recruiting Support Coordinators and

COMNAVCRUITCOM Public Affairs. For

details, contact the RSC West at (619) 532-1942 (DSN 522) or the RSC East at (757) 445-5524 (DSN 565).

Speaking Engagements

One of the most direct and cost-effective avenues to communicate with the American public is via speaking engagements. Private and public organizations around the country, in the smallest communities to the largest cities, can provide a wide range of people who often never come into contact with the Navy. Consider the value and impact on an audience of being able to hear a speaker in Navy



Playbook Tips: Visits and Embarks

★ All Sailors are representatives of the Navy. The visit or embark may be your visitors' only exposure to the Navy. The impression they get can create a lifelong attitude toward the Navy that the visitors will pass on to others.

★ "Welcome Aboard" packages and a brief by the C.O. or X.O. add to the effectiveness of a ship visit. Welcome brochures should contain a photograph of the ship, historical and unclassified statistical data, and a statement of the ship's mission. The information package should contain the unit's address so that guests can write back, giving feedback on the visit.

★ It's better to show them instead of telling them.

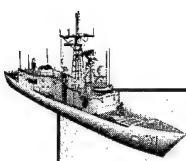
★ If you need to divide guests into smaller groups to show them around, you can assign each group a color with clearly identifiable tags (e.g., the "blues," "reds," "greens" etc.) to help them stay with their groups.

★ Visitors should meet with members of the ship's company to share perspectives and experiences. Face-to-face contact has the most impact.

★ Choose escorts for appearance, enthusiasm and skill in expressing themselves. In all cases, guides should be trained and briefed in advance.

★ Sailors tell the story best.

★ Don't neglect youth program visits. They are a powerful recruiting tool.



Playbook Tips: Public Speaking

- ★ Know why you're speaking. What do you want to accomplish or want the audience to know? What's in it for the audience? Why should they listen?
- ★ Arrive early; check equipment.
- ★ Make a strong, positive beginning. Get your purpose up front.
- ★ Talk to the audience. Maintain eye contact and solicit feedback.
- ★ Maintain audience interest with humor, quotations, enthusiasm, stories about people.
- ★ Build to a strong conclusion. Tell the audience again what you want them to know or do. Make them visualize what could happen.

uniform, ask questions and receive immediate answers on matters of interest, concern and curiosity.

Navy personnel should contact their local public affairs office for assistance with their requests. The CHINFO Speaker's Support Division can also provide assistance on a case-by-case basis, such as when a request comes from a very large or influential group and no high-profile speakers are available in your area.

CHINFO Speaker's Support answers questions of speech clearance, legal issues and/or sensitivities, diplomacy or protocol; provides information about how and where to acquire sample speeches or Navy research; and provides assistance in

planning multiple speaking forums for potential speakers, particularly flag officers who may be traveling. Most civilian groups seek flag officers to speak at large forums.

To locate speakers, contact your area NAVINFO (which maintains lists of local speakers). Also consider ROTC instructors, reserve units, recruiting offices, retirees, and other nearby Navy communities.

CHINFO Speaker's Support Division also acts as a facilitator for field offices. The phone number is (703) 697-8711.

Aviation Events

Air shows are now the #2 spectator sport in America,

behind auto racing. More than 27 million Americans will go to air shows this year alone. Air shows present a golden opportunity for the Navy to reach a large segment of the American public that



Air shows are the #2 spectator sport in America, second only to auto racing.

otherwise has very little daily exposure to the Navy. Air shows can be tactical demonstrations, static displays or flyovers.

Requests for naval aviation support in the public domain (off military property), must be approved by CHINFO and/or the Offices of the Assistant to the Secretary of Defense for Public Affairs (Directorate for Community Relations). Without this approval, the event is **ineligible for Navy support**. An Airshow Information Package, detailing all of the requirements for requesting naval aviation support for an air show as well as how to contact naval aviation squadrons, is available from the CHINFO Aviation Support Coordinator.

Here is how to get the aviation support you need.

✓Aircraft participation must be arranged at no additional cost to the government and must be consistent with safety considerations, operational priorities, training requirements and fuel limitations.



Playbook Tips: Aviation Events

- ★Contact area recruiters so they can take advantage of the event.
- ★Have aircrew representatives stand by static displays at all times to answer questions.
- ★Display a placard to describe the aircraft and its missions. Have handouts (brochures, photos).
- ★Military personnel in uniform may not sell souvenirs at civilian-sponsored air shows.
- ★Media appearances by Navy personnel must be coordinated through Team Public Affairs.

✓The event must either support recruiting, promote Naval Aviation or be patriotic in nature. Otherwise, it may be difficult to get approval.

✓DoD Form 2535 (Request for Military Aerial Support) is the official request form for requesting naval aviation support. The event sponsor must complete the form and send it to either DoD or CHINFO, depending on the type of support requested. For tactical demonstrations or flyover requests, DoD is the approval authority. Send the form directly to DoD. (The phone number and address are on page 4 of the form.) Send static display requests directly to the CHINFO Aviation Support Coordinator. Please try to send the Form 2535 at least 45 days in advance to guarantee approval (except for the Blue Angels). Forms are available from the CHINFO Aviation Support Coordinator.

✓A military sponsor/requester should submit a formal message through the chain of command (squadron/wing/TYCOM/CHINFO).

✓DoD/CHINFO authorizes eligible events and lists them on monthly Aviation Support Messages. If an event does not appear on these messages, and it is in the public domain, it is ineligible for support. Events taking place on a military base or over military property do not require DoD/CHINFO approval.

✓Requests for the Navy Parachute Team (Leap Frogs) should be forwarded to the events coordinator at (619) 438-2320 (DSN 577). These requests are due to the



Playbook Tips: Band Performances

- ★ Plan ahead. Navy bands firm their schedule 3-4 months in advance.
- ★ Plan to pay. Navy bands are not funded for travel or per diem expenses.
- ★ Plan for time. Each concert performance requires a 3-hour block of time.
- ★ Check the regs. Current guidance restricts some performances by bands.
- ★ Trust the band. Navy musicians are experts — and they are Sailors!

Team by Nov. 30 for the following year, but later requests will be considered if time is available in the approved schedule. Navy Balloon Team requests should be sent to their events coordinator at (904) 542-2745 (DSN 942). The Balloon Team is scheduled on a first-come, first-served basis.

✓ The Blue Angels schedule is coordinated a year advance. Requests for 1999 performances are due to DoD by 1 August 1998.

The CHINFO Aviation Support Coordinator can advise you on the best route to take for capitalizing on the free publicity available at aviation-related events. Call (703) 697-7291.

Navy Bands

Fourteen official Navy bands are geographically distributed throughout the world. Their members are trained professionals who have spent years perfecting their musical abilities. Navy bands are divided into "premier"

bands and "fleet" bands. Premier bands are the U.S. Navy Band, located in Washington, D.C., and the Naval Academy Band. Fleet bands report to operational commanders — generally a fleet commander or a naval base commander. Since Navy bands perform thousands of engagements worldwide, they should be requested as far in advance as possible.

✓ The U.S. Navy Band is composed of the Concert Band, the Ceremonial Band, the Commodores (a jazz ensemble), Country Current (a country/bluegrass group) and the Sea Chanters (a vocal ensemble). These groups primarily serve the Washington, D.C., area and perform on annual national tours.

✓ The Naval Academy Band supports the brigade of midshipmen and the Annapolis area through its Concert Band, Ceremonial Band, Electric Brigade (top-40 contemporary

musical group) and Next Wave (jazz ensemble).

✓ Navy fleet bands maintain the following performance capabilities: marching bands, ceremonial bands, show bands or big bands, top-40 contemporary group, brass and woodwind quintets and buglers. The special units of the U.S. Navy Showband and the Navy Steel Band are fielded by the Atlantic Fleet Band and Navy Band New Orleans, respectively.

Navy bands plan their schedules three to four months in advance. Forward your request to the band as early as possible.

Navy bands do not receive funding for travel. Requesting commands must provide per diem and transportation expenses. (The exception is the U.S. Navy Band, which receives funding specifically for its national tour.) Other logistical requirements are specified by each band. These requirements are important for successful performances.

How to Contact Navy Bands

The U.S. Navy Band
Washington Navy Yard, Bldg. 105
901 M Street SE
Washington, DC 20374-5054
Tel: (202) 433-6093 (DSN 288)
Fax: (202) 433-4108

Naval Academy Band
U.S. Naval Academy
101 Buchanan Road
Annapolis, MD 21402-5080
Tel: (410) 293-1257 (DSN 281)
Fax: (410) 293-2116

Atlantic Fleet Band
Headquarters, U.S. Atlantic Fleet
1562 Mitscher Avenue, Suite 250
Norfolk, VA 23511-2487
Tel: (757) 444-6777 (DSN 564)
Fax: (757) 444-6650

CINCSOUTH Band
Headquarters, Allied Forces Southern Europe
PSC 813, Box 155
FPO AE 09620-0155
Tel: 011-39-81-721-2106
Fax: 011-39-81-230-2823

Navy Band Great Lakes
Building 150, Naval Training Center
2701 Sheridan Road
Great Lakes, IL 60088-5024
Tel: (847) 688-4760 (DSN 792)
Fax: (847) 688-3796

Navy Band Jacksonville
PO Box 62

NAS Jacksonville
Jacksonville, FL 32212-0062
Tel: (904) 542-5611 (DSN 942)
Fax: (904) 542-5676

Navy Band Memphis
NAS Memphis
7800 3rd Avenue
Millington, TN 38054-5045
Tel: (901) 874-5784 (DSN 882)
Fax: (901) 874-5020

Navy Band New Orleans
Naval Support Activity (Code 07)
2300 General Meyer Avenue
New Orleans, LA 70142-5007
Tel: (504) 678-2790 (DSN 678)
Fax: (504) 678-2253

Navy Band Newport
Naval Education and Training Center
348 Easton Street
Newport, RI 02841-1516
Tel: (401) 841-2479 (DSN 948)
Fax: (401) 841-4561

Pacific Fleet Band
Naval Station Box 63
Pearl Harbor, HI 96860-5064
Tel: (808) 474-3268
Fax: (808) 474-4689

Navy Band San Diego
Naval Training Center, Bldg. 195
San Diego, CA 92133-1000
Tel: (519) 524-4164 (DSN 524)
Fax: (519) 524-4170

Navy Band Seattle
1103 Hunley Road
Silverdale, WA 98315-1103
Tel: (360) 315-3447 (DSN 322-)
Fax: (360) 315-3457

Seventh Fleet Band
PSC 473 Box 86
FPO AP 96349-2911
Tel: 011-81-311-743-7319
DSN: Yokosuka X243-5096
Fax: 011-81-311-743-7850

Sixth Fleet Band
PSC 817, Box 47
FPO AE 09622-0400
Tel: 011-39-81-568-5237
Fax: 011-39-81-568-5486

CHINFO Music Liaison Coordinator
Chief of Information (Code OI-511)
1200 Navy Pentagon
Washington, DC 20350-1200
Tel: (703) 697-9344 (DSN 227-)
Fax: (703) 695-3478

and maintained by CHINFO. It is targeted to the Navy internal audiences, anyone interested in the U.S. Navy, and media seeking information about the Navy. The site houses more than 5,000 files — information on many facets of the Navy ranging from daily Navy news to the "Fact File," to digital images of Navy men and women and events around the world, to the story behind "Anchors Aweigh." The site is a public affairs database. Use it as an information resource, advise CHINFO of needed corrections, and inform CHINFO when your command is involved in a major event (Fleet Week, etc.) so that the Navy's webmaster can either produce a page on that event or link to the command's web page if one exists. The www site has averaged more than 1.2 million "hits" per month since March 1997, and the number continues to increase.

Using Technology

Emerging communications technologies are an exciting and fast-moving phenomenon of the Information Age. They should be tested, evaluated and maintained according to the same standards, strategies and goals as every other type of communication mechanism.

The Internet and World Wide Web (www) offer the Navy two major advantages. They provide quick means to research any topic through a nearly endless database, and they make it possible to communicate with millions of people on a one-to-one basis.

The Navy's Web Site, www.navy.mil, is managed

"The World Wide Web allows us to communicate with thousands and thousands of our constituents on a one-to-one basis without the filter of the mass media.

This IS the future."

—Alan Goldstein, Navy Webmaster

The Navy Reserve public affairs community recently established its own web site to support its members: www.mall.lnd.com/nrpa/. Resources posted at this site include the public affairs newsletter PACE and annual training opportunities for reserve public affairs professionals.

Visit the Navy Recruiting web site: www.navyjobs.com for general recruiting information for recruits and officers and to provide online capturing of leads.

Establishing a Command Web Site

A World Wide Web site allows a command to produce a "Welcome Aboard" brochure and make it available to the world. It can also be an effective internal relations tool for Sailors and their families.

Since the Internet is available to a worldwide public, commanders should consult with public affairs professionals on the creation and maintenance of a command web site.

Whatever you put on a command web site will be interpreted by the public, including the news media, as official Department of the Navy or Department of Defense policies or positions. Consider any information you put on your web site as a public release.

The decision to establish a web page should include a commitment to maintain it. Web pages

that have areas for news about the command must be updated regularly. It's not a "fire-and-forget" option.

Commanding officers are ultimately responsible for their web sites. Here are a few things to consider if you embark on this technological course:

- Present your information professionally. It should be current and factual. Do not include classified or sensitive information or information that could enable the recipient to infer classified or sensitive information relating to the missions and functions of the Navy and its units and agencies.

- Include only information created by your command. Commands with an academic and professional mission may make papers available to the academic community through their web site (with an appropriate and prominent disclaimer).

- Limit information on individuals to that involving official duties (the commanding officer's biography, patient affairs representative, or other information that will assist Navy audiences).

- No copyrighted or trademarked materials may be used unless specific, written permission from the copyright or trademark holder is secured. No government agency may copyright any material.

- Pointers (links) from the homepage to subsequent pages should be those related to the command or to its senior or subordinate commands, to appropriate mission-related government or educational institutions (domain .edu or .gov) or to the U.S. Navy web site at <http://www.navy.mil>.

- Pages on Navy web sites should not link to commercial domains (.com) except in cases where a Navy command's page legitimately resides on such a server, such as Navy Recruiting (<http://www.navyjobs.com>), or when



Playbook Tip

Monitor your web site frequently. The appearance, accuracy, currency and relevance of the information on a Navy command web site will reflect on the Navy's professional standards and credibility.



From the Navy Website

"HELP" Section

September 23, 1997, 4:22 p.m.

Subject: Navy Veteran in Need of Decent Nursing Care

Dear Sir/Madam:

I realize you are busy and your staff small, so I will be brief. My father, a Navy veteran and a rigger in the Boston Navy Yard for 40 years is now 75 years old and in great need of a decent nursing care facility in the Boston area. Can you provide any assistance? There are no resources available to provide him with private nursing care, and the family is hoping that his service in the Navy will provide him with some option.

✉✉✉

September 24, 1997, 3:13 p.m.

Subject: Navy Veteran in Need of Decent Nursing Care

Dear Sir:

Our office has made contact with the office of Veterans' Affairs in Boston at 617-232-9500. I recommend that you contact that office yourself. Social Administration there will determine eligibility, level of care and answer questions concerning admission to an appropriate care facility for your father. Our best wishes to your father and to your efforts.

✉✉✉

September 25, 1997, 9:24 a.m.

Subject: Navy Veteran in Need of Decent Nursing Care

Dear Assistant Chief of Information,

I have just received your reply to my e-mail and am so very impressed by your response and promptness of reply. I will follow up with the Office of Veterans' Affairs as you suggest.

It is so very heartening in this 20th century technological world to know that kindness and concern are still valued and upheld by others. It also gives me a very good impression of the standards of the United States Navy.

information provided on the commercial domain adds value and is not available from a non-commercial site (e.g., specifications on a particular piece of hardware).

- Where possible, Navy command web sites should be hosted on a navy.mil server. All web sites and web pages residing on a navy.mil domain are official. If a command's web site must reside on other than a navy.mil server, take care to ensure that no endorsement, explicit or implied, to any commercial service or product is given. A browser logo and the statement that this site is best viewed with that particular browser may not be displayed on any Navy command's web page, regardless of whether it is hosted on a navy.mil or other server.
- The commanding officer should designate a command webmaster to oversee the command's general web site. Each web page should have a designated author or maintainer who is responsible for the content and appearance of that page. This individual should include contact information on the web page, along with the date of last revision.
- If a web page generates public inquiries to an e-mail address, they

should be handled by previously established public information directives. Commands should carefully consider whether they are willing to commit the time and personnel resources necessary to manage incoming e-mail from their web sites.

- All military web sites must be registered, by law, on the Government Information Locator Service (GILS). This is a fairly simple process that can be accomplished by sending in a form available on the Defense LINK web site at <http://www.defenselink.mil/index/form.html>.

Digital Photography

A forward-deployed Navy depends on Navy photographers to capture images of the Navy at work. We depend on imaging technology to send those images to hometown, national and international media. With today's technology, it takes only moments to get an image from a deployed unit into the hands of a newspaper photo editor. What happens next depends on your understanding of the process and the needs of the photo editor. This section offers guidelines to help you deliver images that will successfully compete for media space.

Exceptional Navy photographs, like these posted on the World Wide Web, play a dramatic role in telling the Navy story.



"The 'Information Age' brings potential for information overload. Now more than ever, images play a greater role in communicating a story. Images of a forward-deployed Navy in action can have a tremendous impact on national policy and on the hearts and minds of the American people."

—LT Chris Madden, Navy News Photo Director

Captions

Complete and accurate captions are crucial. An image is useful only if it is accompanied by a description of the activity in the photo. Each caption and image must tell some part of the Navy's story. Experience has shown that images with "deep" (detailed) caption data will be used far more frequently by both internal and external media than those with generic data.

- What to do with great photos.
- ✓ Send your photos to the CHINFO News Photo Division (OI-22). Great photos, like news releases, can be marketed to the news media. Forward imagery electronically, via modem, as a computer file on disk, or via e-mail. As a last resort, forward your conventional photo.

✓ Images received by Navy News Photo are forwarded to Joint Combat Camera, the Armed Forces Information Service, DOD



How to Write Photo Captions

★ Answer the questions: Who? What? When? Where? Why? How?

★ Always use upper and lowercase type and describe the image in the present tense.

★ Provide full name, rank, job, and hometown. Spell out ratings, followed by the acronym in parentheses. For officer ranks, refer to the AP Stylebook.

★ If you are deploying and have the capability in your battle group to send back photos digitally, contact the CHINFO News Photo Division before you leave for more information at the Naval Media Center, (202) 685-6687.

Public Affairs and to the news media. Images received by Navy News Photo have been used in computer programs, by book authors and magazine editors, in national and international programs and in Navy documents.

✓ Send any photo you post on the World Wide Web to CHINFO. Those looking for photos often face tight deadlines and appreciate this immediate access.

Whenever possible, contact News Photo in advance — especially if you have never done business with digital imaging. Specific standards must be met to maximize the use of your images. News Photo will help.



Playbook Tip

To get your command exposure,
send your local news photos to
CHINFO.

We'll do the work!

Video Teleconferencing

On a Sunday morning in 1996, viewers of two network television newsmaker programs, "Face the Nation" and "Meet the Press," watched an interview with the Secretary of Defense. SECDEF was interviewed while afloat in the Adriatic Sea aboard USS GEORGE WASHINGTON, by interviewers located in Washington, D.C. This remote interview was conducted through Video Teleconferencing (VTC). The same system was used near the end of the deployment when the battle group commander conducted interviews with homeport news media.

On several occasions, embarked reporters have used VTC to transmit video to their stations for reports and to conduct live "chats" with news anchors from Navy ships.

VTC bridges time and distance, opening new opportunities for immediate communication from forward-deployed ships. Each time it is used by the news media, it reinforces two important messages: the Navy is high-tech and forward-deployed.

VTC is available on aircraft carriers, command and control ships and at most shore facilities. It is available to Team Public Affairs on an "as available" basis. If the system is not being used for current operations, it can be used by the press,

provided they agree to pay for any additional costs such as civilian employee overtime at VTC centers. Close coordination and technical rehearsal are essential.

For local or regional media, the signal is sent from the ship to a VTC station where it is then switched to a shore-based network to reach the military installation closest to the media outlet. The news media representatives can then send the signal via microwave directly to their studio. The studio can receive b-roll (background video) first, and then use VTC during the actual news broadcast for an on-air interview or voice-over video. The networks can pick up the signal at the VTC station and relay it to their own viewers by their own means.

Stories that are action-oriented and lend themselves to moving pictures are the best ones to target for VTC. Brainstorm about how your command can use VTC technology to tell its story.

Television is still developing. Real-time, full-time television has become a reality on forward-deployed ships through Direct-to-Sailors (DTS) TV. Use imagination and innovation to think of ways to use it as a communication tool.

Another tactic using technology is phone calls into targeted radio stations — live and on the air! The phone calls can be to crew members' hometown stations or to deployed units' home port cities. Radio stations like the immediacy of the calls; they showcase Sailors and Marines. They get a Navy message out: *Top quality people, forward-deployed*.

See Appendix D for more information on how to use "Hometowners" effectively.

SUCCESES

LEARNING FROM PAST

Team Public Affairs is always on the look-out for new and exciting ways to communicate to our external audiences. But what about our internal audience? Our active and reserve Sailors, families, civilian employees and retirees are a vital link not only to the fleet but also to the public. How do we reach the internal audience? How do we communicate the Navy's mission to our external audiences while keeping our internal audience informed? Our job is to inform the public and communicate our messages so that the public can understand and support the Navy.

Two recent deployments, the NASSAU and KEARSARGE Amphibious Readiness Groups (ARGs), exemplified the capabilities of our Navy-Marine Corps team. Our public affairs team demonstrated how even in the most remote operations we can still get the story out. The U.S. Navy differs in many ways from other services. We are not shore-based; we are not easily accessible. We have to bring the public to our story, or take our story to the public.

Both ARGs performed non-combatant evacuation operations (NEOs) during their Mediterranean deployment cycles. NEOs are standard operations for Marine Expeditionary Units (MEUs), Special Operations Capable (SOC) embarked onboard amphibious assault ships.

These NEOs afforded the Navy-Marine Corps team the chance to carry out a mission they continually train for in case they are called upon to evacuate those in peril. The evacuation operations in Albania by the NASSAU ARG and in Sierra Leone by the KEARSARGE ARG exemplify the "Forward ... from the Sea" mission. The coverage received by these NEOs for the NASSAU and KEARSARGE ARGs demon-

strated how technology and proactive public affairs can take the Navy-Marine Corps team story to the public from very remote locations.

The Navy-Marine Corps public affairs team used video teleconferencing, fleet hometown news releases, digital photography, message centers (to wire news stories) and aviation assets to fly media out to the ARGs.

City marine helps evacuate U.S. civilians from Albania

NEWBURYPORT — What started out as a routine Mediterranean deployment for Marine Lance Cpl. Charles Ferlauto developed into a major operation recently, as the sailors and marines of USS Nassau were called upon to evacuate American civilians from Albania.

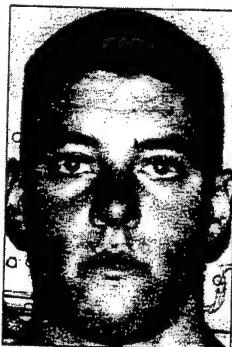
"It was a great feeling that I was doing my job," said the son of Katherine Ferlauto of Newburyport. "The Americans were really happy to see the marines there to help and protect them."

Ships like USS Nassau are forward deployed around the world to maintain a U.S. presence and provide rapid response in time of crisis, such as the Albanian evacuation. Sailors and marines like Ferlauto are often the first to arrive in situations ranging from humanitarian relief efforts to combat operations.

"My job was to provide security around the Ambassador's house during the evacuation," Ferlauto said. "The evacuation was definitely an experience that I will never forget."

Once the evacuations were over, 400 American citizens and 489 third-country nationals had been evacuated.

Albania had been enduring civil violence since January, during mass protests by people who had lost their life savings in failed pyramid investment schemes. By March, Albanian officials had declared a state of emergency due to the esca-



Charles Ferlauto

lating violence, which was the reason for the evacuation of American civilians.

After the Albania mission, the crew of the Nassau was called to stand by for a possible evacuation mission in Zaire, should the clashes between rebel forces and government troops endanger U.S. citizens.

The (Newburyport) Daily News-Link, April 24, 1997

In Operation Sail 200, USS CONSTITUTION sailed on her own for the first time in 116 years. This hugely successful historic event was the culmination of months of planning — the most important aspect of which was the public affairs plan. Team Public Affairs for this event was composed of the reserve community, a Command Information Bureau set up for the event by NAVINFO Northeast, the Public Affairs Center (PACEN) Norfolk and the Naval Media Center. All collaborated to help plan one of the most successful one-day events in Navy history. Aggressive planning enabled the event to be marketed to the media outlets far enough in advance to gain extensive coverage. "The Discovery Channel®" produced a same-day documentary of the event. Same-day and next-day coverage appeared in most major and local news markets across the country. PACEN Norfolk prepared articles before the event, enabling Team Public Affairs to capitalize on stories that focused on the Sailors assigned to CONSTITUTION. The results show that team planning focused public attention on a historic event at a national scale.

A final success story demonstrates how synchronous timing can enhance any plan. The commissioning of the Navy's newest Class Submarine, USS SEAWOLF, was scheduled for the same weekend as Operation Sail 200. SEAWOLF is the newest and

SAIL OF THE CENTURY

Local sailor on board for USS Constitution's historic voyage

By Kathy Bush
The Grand Rapids Press

Two days after sailing the USS Constitution on its historic voyage, Seaman Michael Swartz was still savoring the warm welcome he and his shipmates received Monday when they returned to Boston Harbor.

Monday's historic nine-hour sail of "Old Ironsides," the 200 year-old warship, was the vessel's first voyage under its own power in 116 years.

Swartz, a 1996 graduate of Comstock Park High School, had a bird's-eye view of his first voyage to the rigging to unfurl hundreds of pounds of sail.

"The ship moves a lot more when you're up there," said Swartz, 19. "The view was marvelous: thousands of boats around us."

Swartz, who joined the Navy last December after a semester at Grand Rapids Community College, learned in February he had been chosen for one of the most prestigious assignments in the Navy.

He was one of 67 crew members selected to sail the Constitution — the oldest commissioned warship in the world.

"This crew are the only people alive that ever sailed the 'Constitution,'" Swartz said. "That's what I think is awesome."

The dozen female sailors on the crew

includes Tanya Graham, a 1996 Union High School graduate. She declined to be interviewed.

After arriving in Boston, Swartz began to grasp the historical significance of the Constitution, which was commissioned by George Washington and was undefeated in 42 battles, establishing America as a naval power.

The ship, saved from demolition in 1800 and preserved in naval history, has been undergoing a nearly four-year, \$12 million restoration in preparation for its anniversary sail.

To be eligible for the crew, members had to be in the top 3 percent of their boot camps and willing to spend six months learning the workings and history of the ship. In addition to sailing the Constitution, crew members also provide tours wearing 18th century uniforms.

Swartz' mother, Karen, who admits she had misgivings about her only son joining the Navy, said she vaguely remembered the USS Constitution as one of "so many things you had to memorize when you were a kid."

But that changed when she and her husband, Art, learned that their son was to be a crew member when the ship set sail this week.

His parents sat glued to their television Monday, cheering and crying as television cameras zoomed in on their only son climbing the ship riggings and "bursting with pride" while he was being interviewed by CBS News.

Swartz also invited his parents, who moved from Belmont, Mass., to Boston last September, on a trial sail July 8.

"It was very exciting watching him work, putting the sails in place," said Art Swartz. "And it was neat watching all the other sailboats following us out there."

The Constitution is a two-year assignment for Michael Swartz. He said he is undecided about a career in the Navy, noting it will be hard to top his current assignment.

"It's like we've been going 90 miles an hour down the highway and then we're going five miles an hour on a dead-end zone," Swartz said.



PHOTO COURTESY OF ART AND KAREN SWARTZ
High seas: Seaman Michael Swartz, third from top, starts his climb up the rigging of "Old Ironsides" as the 200-year-old warship begins her journey.

The Grand Rapids Press, July 24, 1997

most capable nuclear-powered fast-attack submarine in the Fleet. The ship employs advanced



Playbook Tip: Seize the Opportunity

Take advantage of routine and contingency events and operations to get the Navy story out. You don't have to create or stage events; they happen every day in the Navy. When they do happen, think digital imagery, video teleconferencing, press embarks. Even the old stand-by's of message-traffic news releases and sending conventional photos and video back to CHINFO via the operational commander will help get the story out. Don't hesitate to ask for help.

sensors, improved combat systems, and special forces capabilities. Its stealth characteristics make it the quietest submarine in the world. It will take our submarine force into the 21st century.

Several days before the event, coverage of USS SEAWOLF began on local Connecticut and Rhode Island news stations.

National news coverage included a feature on NBC Nightly News. Local and national media visits were coordinated before and during the commissioning. Both television and print media from New England and Washington, D.C., covered the event. Articles were featured in the Groton/New London papers, primarily the New London Day (New London,

Conn.) and the Providence Journal (Providence, R.I.). The newspaper of the boat's sponsor city, the Akron Beacon-Journal, ran a four-part series.



Seawolf's crew pilot the submarine during pre-commissioning trials in July 1997.

The double opportunity arose from parallel celebrations. One honored the oldest Navy ship, which represented the latest technology of its time; the other honored the newest Navy ship, which represented the most current technology of our time. Both events highlighted the Navy's ability to match and exceed the technology needs of the day — Constitution was high-tech forward vision in its time, just as SEAWOLF is now. The events were further highlighted by their common communication points of "many voices saying the same message" and the core values of "honor, courage and commitment" throughout the history of the Navy. Efforts from both active and reserve Navy personnel made both events a huge success. The presence of the Secretary of the Navy and the Chief of Naval Operations at both events gave them extra emphasis and established a link that the national audience was able to understand clearly.

These three success stories represent thorough and thoughtful planning on the part of Team Public Affairs. These opportunities caused stories to go to the public through national and local media — and brought the local and national public to the stories. The key point is that *the events were going to happen anyway*.

Photos like these of Navy operations in the Arabian Gulf appeared in newspapers around the country. The key to making them happen is taking advantage of the media interest generated by the event.

The Baltimore Sun, Nov. 23, 1997



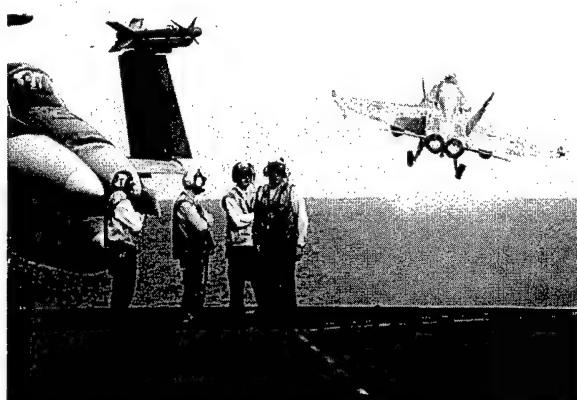
Petty Officer 1st Class Joe Brown of Arlington, Texas, checks a 25mm chain gun on the destroyer USS BENFOLD.

Washington Times, Nov. 15, 1997



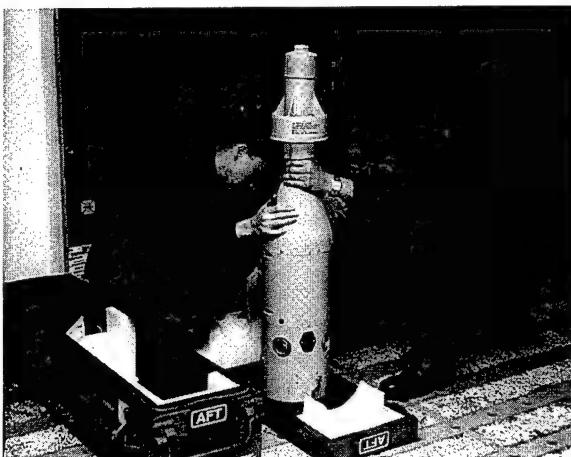
Navy Petty Officer 1st Class John Macaby of Kent, Wash., scoots across the flight deck of USS NIMITZ as an F-14 Tomcat fighter is launched.

Indianapolis Star, Nov. 5, 1997
USA Today, Nov. 10, 1997



Flight deck crew launch an F/A-18C Hornet from the aircraft carrier USS GEORGE WASHINGTON.

The Baltimore Sun and San Diego Union Tribune
Nov. 11, 1997



Navy Petty Officer Kathy Higingbotham of Addy, Wash., Airmen Apprentice John Mitchell of Lakeland, Fla., and Petty Officer Thomas Moore of San Diego inspect a bomb guidance system assembly on the aircraft carrier USS NIMITZ.

PUBLIC AFFAIRS

TEAM

Roles and Responsibilities

Navy Department, Chief of Information (CHINFO)

The Chief of Information is the direct representative of the Secretary of the Navy and the Chief of Naval Operations for Navy-wide public affairs matters. This involves informing Navy men and women, their families and the American public on key issues relating to the Navy-Marine Corps team. The Navy Office of Information is charged with handling external news media and community relations on a national level and providing public affairs policy and guidance to public affairs officers, Navy journalists and civilian public affairs specialists assigned worldwide. CHINFO is also responsible for production and broadcast of internal information products.

Other, specific roles of CHINFO and CHINFO field offices:

- Establish overall public affairs strategy and themes for Navy and Marine Corps communication products that target both internal and external audiences.

- Coordinate strategy and themes with the following:

- ✓ Navy Office of Legislative Affairs
- ✓ Navy League
- ✓ Association of Naval Aviation
- ✓ Reserve Officers Association

- ✓ Naval Reserve Association
- ✓ Other Navy-support organizations.
- Continually market Navy's internal information products to targeted local print and broadcast media that reach external audiences nationwide.
- Promote placement of Navy success stories by providing press releases, photo feature stories and opportunities for media to cover Navy events.
- Educate opinion leaders and key media representatives on Navy and Marine Corps roles via ship embarks. Coordinate a distinguished visitor embark program and work with Fleet staffs to develop distinguished visitor training and media escort training into pre-deployment work-up cycles.
- Continually use feedback mechanisms to refine the effectiveness of CHINFO's information products, communication strategies and themes.
- Continually educate Navy public affairs professionals on how to improve communication to external and internal audiences, based on successful communication efforts.
- **Navy Offices of Information (NAVINFOs)** are positioned for routine contact with local and regional news media and coordination with regional organizations. To achieve public affairs objectives in a cost-effective manner, CHINFO must communicate at the regional as well as national level.
- **Navy Public Affairs Centers (PACENs)** play an integral role in meeting the public affairs objective of the Department of the Navy by

producing news features and photos for marketing in the civilian news media.

●**Fleet Hometown News Center (FHTNC)** gathers, evaluates, edits and reproduces news stories, features, fillers and photographs and disseminates them to media with standing requests for the material, generally media serving the home towns of personnel in the news or feature stories.

To: Home Town News

I just wanted to thank you for sending out the news release on my son, Navy Seaman Nathan M. Cooley - USS KEY WEST.

We were driving down the road and heard this great news item about our son.

Thought we would just pop! This is a pretty small town, smaller than a carrier. So lots of people that know us heard it too. Ran into people for days afterward still telling us they heard.

We called the radio station and they were nice to send us the release from you people, so I could put it in the memory scrap book.

Well, anyway, thank you again.

Elizabeth M. Cooley

Fleet Commanders in Chief, Numbered Fleet Commanders and Type Commanders

- Implement CHINFO's communication strategy and themes using Fleet examples that reinforce them.
- Share Navy/Marine Corps success stories with FHTNC, the PACENs, the Navy Information

Offices and CHINFO to ensure maximum "bounce for the ounce."

- Incorporate distinguished visitor embarkation and media escort training into pre-deployment work-up cycles.
- Provide maximum opportunities for media to observe and report on joint military operations, exercises and training.

● Immediately forward to CHINFO communication products that highlight Navy-Marine Corps events and accomplishments that reinforce Navy's communication strategy and themes.

● Periodically collect feedback on Navy's internal information products from military personnel and their families via focus groups. A reservist or someone else not continuously assigned to the staff should serve as moderator to better ensure unbiased input. Share feedback with CHINFO.

Shore Activities

● Implement the Navy's communication strategy and themes using Fleet examples that reinforce them.

● Share Navy/Marine Corps success stories with FHTNC, the PACENs, the Navy Information Offices and CHINFO to ensure maximum "bounce for the ounce."

● Continually strive to ensure that internal communication themes are echoed in general military training, career counseling and other key communication sessions with service members.

● Capitalize on community relations. Seek out opportunities for the public to see the Navy at work first-hand and close-up. Highlight military jointness.

Ships and Squadrons

● Implement CHINFO's communication strategy and themes using ship and squadron examples that reinforce them.

- Identify and immediately forward to Fleet command and CHINFO any outstanding examples of communication strategies and themes in action.
- Share Navy/Marine Corps success stories with FHTNC, the PACENs and the Navy Information Offices to ensure maximum “bounce for the ounce.”
- Continually strive to ensure that internal communication themes are echoed in general military training, career counseling and other key communication sessions with service members.
- Encourage informal, joint-service information exchanges for junior officers and enlisted personnel assigned to your ship or squadron. Use reciprocal tours and briefings as a means to increase awareness and understanding of joint military operations.

Navy Recruiting Command

- Share information about Navy opportunities
- Incorporate Navy communication themes into external advertising.
- Promote public service Navy advertising in local markets.
- Ensure Navy representation and advertising at all events that receive Navy support (airshows, band performances, major national and local youth group events, etc.)

Naval Reserve

The Naval Reserve public affairs community is a skilled resource of officer and enlisted personnel available for use in routine, peacetime public affairs initiatives as well as in wartime or emergency actions.

- Implement CHINFO’s communication strategy and themes using examples from within the Naval Reserve community to reinforce them.
- Share Navy/Marine Corps success stories with FHTNC, the PACENs, the Navy Information Offices and CHINFO to ensure maximum “bounce for the ounce.”
- Seek out opportunities to achieve greater visibility for the Navy/Marine Corps team by exploiting key contacts in the civilian sector such as news media representatives and business and community leaders.
- Help commands to obtain feedback on Navy’s internal information products. Conduct focus groups, including service members and their families. Share the feedback with CHINFO.
- Evaluate, monitor and provide feedback on the effectiveness of the Navy’s communication strategy and themes to local markets nationwide. Share the feedback with CHINFO (OI-5).

Four and a half acres of sovereign U.S. territory — a powerful message, internally and externally, anywhere and any time.



Key Contacts

The Navy has about 1000 full-time members of Team Public Affairs assigned around the world at fleets, type commands, naval bases, numbered fleet staff, aircraft carriers and other commands. Seek them out for guidance on public affairs matters.

Here are some of the key contacts. If you have the capability to access the world-wide web, you can use the locator service at <http://www.chinfo.navy.mil/navpalib/chinfo/paodir> to find them by name, location or command.

Fleet Command Public Affairs Offices

Atlantic Fleet, Norfolk, VA

Phone: 757-836-3630 (DSN 836)
Fax: 757-836-3603 DSN 836-3603
E-mail: clf24@pinn.net

Pacific Fleet, Pearl Harbor, HI

Phone: 808-471-3769 (DSN 471)
Fax: 808-422-0771
E-mail: u00pa@cpf.navy.mil

Naval Forces Europe, London, UK

Phone: 44-171-514-4251 (DSN 235)
Fax: 44-171-514-4304
E-mail: cne019@post.nctsl.navy.mil

Second Fleet, Norfolk, VA

Phone: 757-322-5993
Fax: 757-322-5989

Third Fleet, San Diego, CA

Phone: 619-545-2523 (DSN 735)
Fax: 619-545-2523
E-mail: c3fpao@nosc.mil

Fifth Fleet, Bahrain

Phone: 011-973-724-027 (DSN 318-439-4027)
Fax: 011-973-724-007 (DSN 318-439-4007)
E-mail: pao@cusnc.navy.mil

Sixth Fleet, Gaeta, Italy

Phone: 39-81-724-6000 (DSN 625)
Fax: 39-81-724-6000
E-mail: c6f019@agf3.navy.mil

Seventh Fleet, Yokosuka, Japan

Phone: 011-21-311-743-7220 (DSN 315-243)
Fax: 011-21-311-743-7220
E-mail: 012@c7f.navy.mil

Type Command Public Affairs Offices

COMNAVAIRLANT, Norfolk, VA

Phone: 757-444-3373 (DSN 564)
Fax: 757-444-3374
E-mail: n02p@airlant.navy.mil

COMNAVSURFLANT, Norfolk, VA

Phone: 757-322-3140 (DSN 836)
Fax: 757-322-3275
E-mail: jsingley@exchg.cns1.spear.navy.mil

COMSUBBLANT, Norfolk, VA

Phone: 757-889-1650 Fax: 757-889-1355
E-mail: subpao@norfolk.navy.mil

COMNAVAIRPAC, San Diego, CA

Phone: 619-545-1133 (DSN 735)
Fax: 619-545-1140
E-mail: ghartung@cnap.navy.mil

COMNAVSURFPAC, San Diego, CA
Phone: 619-437-2735 (DSN 577)
Fax: 619-437-2720
E-mail: n01p@cnsp.navy.mil

COMSUBPAC, Pearl Harbor, HI
Phone: 808-471-0911 (DSN 471)
Fax: 808-423-2732
E-mail: subpacpa@hula.net

Major Naval Bases Public Affairs Offices

Naval Base Norfolk, VA
Phone: 757-322-2853 (DSN 262)
Fax: 757-445-1953
E-mail: jmandrews@cmar.navy.mil

Naval Base San Diego, CA
Phone: 619-532-1436 (DSN 522)
Fax: 619-532-3181
E-mail: cdr_burnett@cnb-emh.san.mrms.navy.mil

Naval Base Pearl Harbor, HI
Phone: 808-471-0281 (DSN 471)
Fax: 808-471-5400
E-mail: n00pa@cnbgw.cnbpn.navy.mil

CHINFO*

Navy Office of Information
Department of the Navy
1200 Navy Pentagon
Washington, DC 20350-1200
E-mail: last name.first name@hq.navy.mil

***CHINFO offices will temporarily relocate in 1998. When and if phone numbers change, a CHINFO message will announce them.**

News Desk (OI-2)
Phone: (703) 697-5342 (DSN 227)
Fax: (703) 695-5318

News Photo Division (OI-22)
Phone: (202) 685-6687
Fax: (202) 685-6692

Naval Media Center (OI-4)
NAVY BROADCASTING
Phone: (202) 433-6425 (DSN 288)
Fax: (202) 433-6412
ALL HANDS
Phone: (202) 433-4171 (DSN 288)
Fax: (202) 433-4747
NAVY/MARINE CORPS NEWS
Phone: (202) 433-6110 DSN (288)
Fax: (202) 433-5778
NAVY WIRE SERVICE/NAVNEWS
Phone: (703) 695-0911 (DSN 225)
Fax: (703) 695-5318

**Plans, Policy And
Community Programs (OI-5)**
Phone: (703) 697-0250 (DSN 227)
Fax: (703) 695-3478

(To find names to go with CHINFO offices, use the PAO directory search function. For News Desk personnel, enter "OI-2" in the search function; for Community Relations, Plans and Policy, enter "OI-5." For the Naval Media Center, enter "media center.")

CHINFO Field Activities

Navy Office of Information, East
(Delaware, Maryland, New Jersey, New York, Pennsylvania)
605 Third Avenue, 14th Floor
New York, NY 10158-0180
Phone: (212) 801-0031 Fax: (212) 801-0034
E-mail: ngjh1@navtac.navy.mil

Navy Office of Information, Midwest
(Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin)
55 East Monroe Street, Suite 1402,
Chicago, IL 60603-5705
Phone: (312) 606-0360 Fax: (312) 606-0563
E-mail: navinfomw@juno.com

Navy Office of Information, New England
(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
408 Atlantic Avenue, Room 222
Boston, MA 02110-3316
Phone: (617) 951-2690 Fax: (617) 951-2693
E-mail: gallantj@hanscom.af.mil

Navy Office of Information, Southeast
(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, Virgin Islands, West Virginia)
100 Alabama St., SW, Suite 4R10
Atlanta, GA 30303
Phone: (404) 562-1630 Fax: (404) 562-1635
E-mail: navinfo_se@compuserve.com

Navy Office of Information, Southwest

(Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, Oklahoma, Texas, Wyoming)
1114 Commerce St., Suite 811
Dallas, TX 75242-2897
Phone: (214) 767-2553 Fax: (214) 767-4792
E-mail: dirnisw@aol.com

Navy Office of Information, West

(Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington)
11000 Wilshire Blvd., Suite 11100
Los Angeles, CA 90024-3691
Phone: (310) 235-7481 Fax: (310) 235-7856
E-mail: rbmorse@juno.com

Fleet Hometown News Center (FHTNC)

Naval Station Norfolk
Code 05
1877 Dillingham Blvd.
Norfolk, VA 23511-3097
Phone: (757) 444-2221 Fax: (757) 445-1092
E-mail: dlee@force.cnsl.spear.navy.mil

Navy Public Affairs Center, Norfolk

Naval Station Norfolk
1883 Dillingham Blvd.
Norfolk, VA 23511-3295
Phone: (757) 444-2185 Fax: (757) 444-4148
E-mail: wreed@force.cnsl.spear.navy.mil

Navy Public Affairs Center, San Diego

Naval Station San Diego
3985 Cummings Road, Suite 2
San Diego, CA 92136-5297
Phone: (619) 556-1325 Fax: (619) 556-5121
E-mail: pacensd@juno.com

Recruiting Command

Commander, Naval Recruiting Command
PAO, Code 012
801 North Randolph Street
Arlington, VA 22203-4200
Phone: (703) 696-4200 (DSN 426)
Fax: (703) 696-6429/30
E-mail: 012_at_cnrc@fmso.navy.mil

Naval Reserves

Commander, Naval Reserve Force
PAO, Code 004
4400 Dauphine Street, Bldg. 603, Room 664
New Orleans, LA 70146
Phone: (504) 678-1240 (DSN 678)
Fax: (504) 678-5049
E-mail: wells@cnrf.nola.navy.mil

September 26, 1997
Mr. John H. Dalton
Secretary of the Navy
100 Navy Pentagon
Washington, DC, 20350-1000

Dear Secretary Dalton:

During the "Navy Guest Program" trip, I made it a point during the visit to stop and talk to officers, Sailors, Marines — both men and women. Consistently, I found high morale, pride in their responsibilities, love of country and a high confidence level in their superiors.

The country is in very good hands with the caliber of men and women who serve in the Navy. The Navy has the flexibility to move quickly anywhere in the World where trouble could occur. This trip has reinforced how strategically placed our Navy is with the flexibility to move quickly when trouble may arise.

My position affords me the opportunity to travel throughout the United States. I have told the story of my Navy adventure to numerous citizens, complete with pictures and reinforcing the high caliber of people who serve in the Navy.

In the future, when I have the opportunity to hire for open positions at American Express, I would look hard for folks who have Naval service on their resume.

Mr. Secretary, again thank you, and I understand why you are so proud of our Sailors and Marines.

Sincerely,



Don Carlon
Vice President of Sales
American Express Travel Related Services

SHOTS PARTING

Effective communication is the result of a deliberate strategy, not a lucky accident, but it is an art best learned on the job. The risks are sometimes high, but the rewards are also high. There is no satisfaction quite like that of seeing the positive results of your efforts in print or on the air.

Support is always at hand, even if you are a shipboard collateral duty Public Affairs Team member on deployment. Use Public Affairs Regulations as your bible and Playbook '98 as your guide. Thinking globally and acting locally is a strategy for success. You *can* succeed with it! If command support seems lacking, share Playbook '98 with your supervisors and colleagues. Seek the advice of other professional communicators. As with media interviews, practice works.

Always remember our primary custom-

ers, the audiences to whom we target our messages. Our ultimate internal audience — our Sailors and Marines — are central in any successful public affairs program. Let them tell their story, but support them in doing so. Our external audience, the American public, is the final judge of our communications efforts. We simply must get the Navy story to our publics in a timely, accurate and compelling way. The future of the Navy depends on it.

Spend time this year cultivating relationships with our Navy customers. Build trust by being responsive and you will be rewarded with the confidence of your Sailors and Marines and by

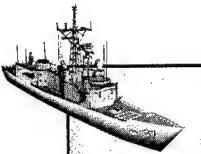
the support of the American people.

Use the annual theme, FORWARD VISION, and supporting 1998 themes to help tailor your messages. You have plenty to say. Weaving the themes into your programs and messages will add impact and coherence to the Navy's communication with its publics.

Let CHINFO and your chain of command know how your communication efforts are paying off. (Often, the behind-the-scenes work is not apparent; so don't be shy about spelling it out — particularly to your supervisors.) Your results will help CHINFO evaluate how well we have communicated our public affairs strategy to you. Forward any news clips or tapes of broadcast coverage to the public affairs office up your chain of command, the nearest field activity or Navy Information Office, and to CHINFO.



One message, many voices.



Feedback ... Please!

CHINFO would like to hear your views on Playbook. Is it useful in practice? Easy to follow, or too complex? Longer than it needs to be, or still lacking some element? Does it have the right balance of concepts and "how-to"? How does it mesh with other public affairs resources? Have you used it productively for a specific event or situation? If so, please explain. Give your honest and constructive feedback via email to:

evans.lawrence@hq.navy.mil
or by any other means.

If you have local news clips to share ...

Each morning CHINFO prepares news clips from around the world of Navy-related stories and distributes them to the Navy leadership. By sharing your local news clips, you can help give our Navy leaders a more comprehensive picture of media coverage outside the Washington, D.C., area. When you send in news clips, please keep the following in mind:

- Faxed submissions are preferred. Fax to (703) 695-5318/5416.
- Type at the top of the page the full name of the newspaper, date of publication and the section/page of the clip.
- When constructing a clip, photocopy your newspaper and use this copy to create the newsclip. Keep your newspaper intact for future reference.

● If you want your submission considered for the CHINFO news clips, fax it to the CHINFO News Desk before 6:30 a.m., Eastern Standard Time. If you miss this cut off, send it anyway! It may be used later.

● If you have questions, contact the CHINFO News Desk at (703) 697-5342.

If you have videotapes of broadcast news ...

● Send the tape up your chain of command and to CHINFO.

● Videos sent to CHINFO should be at least first-generation VHS, recorded at the highest-quality speed and tape available.

● Leave about 10 seconds of blank tape before and after the recording. Do include the anchorperson's introduction and conclusion.

● Send to OI-20 by overnight mail. If this option is not available, use the fastest means possible.

● Again, if you have any questions, contact the CHINFO News Desk at (703) 697-5342.

Think of Playbook '98 as a guidebook rather than gospel. Nothing in this book should preclude common sense, override existing regulations, nor restrict your creativity. Playbook gives resources, options and ideas that have worked for others and may also work for you.

Keep Playbook close at hand and use it throughout the year. Take it with you on the road, dog-ear and highlight it, cut out handy lists, and jot down notes to yourself in the margins. USE IT! Remember that every event is a public affairs event and another chance to highlight the people who make up the best Navy in the world.

Appendix A

Media Interviews

The first section of this checklist will help you prepare for any and all news media interviews. Use the other sections for specific types of interviews.

Interview Preparation

- Know the medium that you will be working with — broadcast or print. Radio and television want the news instantly and with video and/or sound. Print media want more details.
- Try to find out about the reporter and the media outlet in terms of their style and agenda.
- Be prepared to answer the five w's — who, what, where, when, why, and also how.
- Be aware of any breaking news stories in case you are asked, but don't comment on news being made outside your command, expertise or knowledge.
- Wear the appropriate uniform. For studio interviews, wear service dress blue. For "water front" or "flight line" interviews, wear a "working" uniform.
- Prepare 2 or 3 points to interject into the interview. They should be what you want the public to know so they can put the news into the proper context.
- Listen carefully to the reporter.
- Expect any and everything you say to be used word for word. If you don't want information used, don't say it.
- Avoid military or technical jargon. Assume the interviewer and audience are not familiar with your subject.
- Never say "no comment." If you don't know the answer, say so. If you know the answer but can't respond, say why.
- Always assume that you are on the air or on the record when reporters and cameramen are present. Stay on the record until they or you are gone.
- Never speculate. Speak only about what has happened or will happen — not about what *might* happen.
- If a reporter makes an error, correct the record.
- Never lose your temper. Don't let the interview itself become a news event.
- Never lie.

After the Interview

- Thank the reporter(s) for the interview.
- Offer to clarify any points.
- Continue to watch what you say. Don't consider the interview over until the reporter is gone.

Media Availability

This is an opportunity for an official or spokesman to field questions from a group of reporters at a pre-determined time and place.

- Prepare press kits (folders of biographies, fact sheets, photos, maps) to be handed out to all reporters attending.
- Any opening statement should be no longer than 5 minutes and should have built-in sound bites or quotes.
- Try to anticipate all questions, but especially the first one so you won't be caught off guard.
- Don't psyche yourself out by thinking of the hundreds of thousands (or millions) of viewers or readers.
- For taped or live television, imagine that the camera lens is the eye of the interviewer.
- Ensure the site for the availability can accommodate TV cameras.
- Consider offering coffee, water and snack food, but no alcohol or lavish food.
- Invite the news media two or three days in advance; then follow up with phone calls.
- If any is available, provide broadcast-quality videocassettes of background footage (b-roll) to the reporters.
- If needed, set up a or "multi-feed" system ("mult-box") at the head table or speaker's stand so that all broadcast media can get quality audio.
- Ask reporters to identify themselves before they ask a question so you will know whom you are responding to.
- Set a time limit for the availability and stick to it.
- Ensure you record the availability conference for your records.

Stand-up Interview

This type of interview is usually just the reporter, a TV cameraman and the subject of the interview. Frequently it will be taped, not live, and will be on site. They will often be asked for on short notice.

- Help the reporter choose a good background for the shoot. Ships and Navy aircraft work great.
- Keep your responses to 10 or 15 seconds.
- Although you might be asked several questions, only one of your responses may be used. Make each one count.
- Get your message into every response.
- Talk to the reporter, not the camera.
- If the interview is taped, you can request the reporter ask a question again for a retake.

Playbook Tip

When monitoring and taperecording an interview, be sure the batteries in your recorder are fresh — and take an extra set.

Print Interview

A print interview can be by the reporter, in person or on the phone. It is usually more lengthy than a broadcast interview and tends to go into more detail.

- Prepare fully for the interview by anticipating questions and doing your homework.
- Avoid interruptions from phone calls, people walking through the area, etc.
- Ensure the location is reasonably comfortable and sufficiently lighted.
- Be aware of off-the-cuff remarks. They can be quoted, too.
- Sit up straight and animate your face so that you appear interested and concerned.
- Speak clearly, slowly and confidently.
- After each question, pause to collect your thoughts and choose your words before responding.
- Don't forget to include your messages in your responses.

Studio Interview

This is usually a one-on-one interview (but other guests could be present) with a reporter and camera crew. It may be live or videotaped. As a rule, studio interviews are relaxed and informal.

- Get to the studio early to become familiar with the setup.
- Accept makeup if it's offered. (You will look better)
- Use the studio monitor to check your appearance before air time.
- Maintain a pleasant tone in your voice combined with good eye contact with the interviewer.
- Smile to warm up the tone of the interview.
- Sit up straight, head up and feet on the floor, or cross your legs at the knee and toward the interviewer.
- Relax and be yourself. You want to appear human.
- Keep your answers brief (30 seconds maximum).
- Do not drum your fingers, twiddle your thumbs, tap your feet or otherwise appear nervous or impatient.
- Don't look around the room for an answer. Always talk to the interviewer.



Playbook Tip

When you're talking with a reporter, the recorder or camera is never off!

Appendix B

Visitors/Embarks Checklist

- Gather as much information about the visitor(s) as you can:

- ✓ Arrival time and means
- ✓ How many in the group
- ✓ Name, title, organization, address, phone number
- ✓ Request bio of each if possible.

- Inform Chain of Command (CO, XO, ADMIN and all Dept Heads)

Specialty areas to consider: Galley/Meals; Supply/berthing (if overnighter);

For Tours — Decide which departments to take the group to and then contact representative for the appropriate department.

- Request one or two top junior officers to aid as escorts. (One escort for each group of six is ideal.)

● Draft notice (5050) for department heads and crew for information and preparation. The notice should include the following:

- ✓ Date, name of group and how many
- ✓ Names of escorts and phone numbers
- ✓ Detailed guidance for each department involved with the tour

(e.g., Supply Officer. Responsible for preparing berthing spaces, and providing meals).

- ✓ Schedule of events - Daily planner to follow leading up to the visit, then times and locations for tours.

Keep the visitors busy, but don't wear them out. Give them time and opportunity to ask questions about and think about what and whom they see and hear.

- Coordinate for photographer to be available for pictures and for preparation of "photo gift" upon departure, at CO's discretion.



Playbook Tips: Visitors

★ Always check the tour route in advance, but as close to the time of the tour as possible. Never assume it will be ready.

★ Have hometown crew members ready to talk with the visitors — especially Congressmen.

Appendix C

Examples of Using Internal Playbook Themes

Retention is likely to become a greater concern this year as our force levels stabilize. So an internal communication effort can focus on retention using the themes. Here is an example of how to use *Playbook '98* internal themes.

●The theme of the first quarter of the year, operational primacy, can be emphasized by information programs on the equipment and people that make the Navy the best in the world. The Navy has a clear, absolutely critical mission and the means to carry it out. Creating better understanding of the mission and the means — that is, why the Navy has and must maintain operational primacy — helps all hands better understand their roles, which adds to their sense of doing and belonging to something important.

●The second quarter's theme, teamwork, can be emphasized by showing how people are more productive working together in a concerted effort. Accomplishing important tasks and missions together with other people creates a feeling of belonging to a group — a team of Navy professionals.

●The third quarter's theme of leadership can be demonstrated through examples — current demonstrations and historical examples. Retention is enhanced when Sailors have confidence in their leaders and in their own abilities to lead.

●The last quarter's theme, pride, can be promoted in many ways. Look for examples of people and accomplishments that show pride — and that the members of your internal audience can be proud of. Being proud of yourself and of the organization is vital to wanting to remain a member.

Whether your efforts use displays, captain's calls, ceremonies, news articles, plan of the day notes, video productions or any combination of them, having a central theme gives coherence to your communication efforts. In this case, why you are communicating is clear — to improve retention of top-quality people. Your sustained efforts to improve retention through the quarterly themes will add up to supporting the 1998 annual theme "forward vision." Having a stable, high-quality force, well led, fully equipped and with proud members of the team, is the foundation as well as the product of forward vision.



Playbook Tip

Our people — their honor, courage and commitment — are always the Navy's strongest communication points.

Appendix D

Hometowners — More Bounce for the Ounce

Contingency operations, such as the Iraq crisis during October/November 1997, make big news. Every media outlet looks for a way to localize the story. During a three-week period, the ships of USS NIMITZ and USS GEORGE WASHINGTON battle groups conducted over 100 hometown "phoners" to media organizations across the United States. Team Public Affairs members "personalized and localized" the world crisis by using TV, radio, newspaper and magazine interviews with Sailors and Marines who were right in the middle of the action in the Arabian Gulf. There is no better way to tell the Navy story.

But you don't have to wait for a special operation to use hometowners. They'll work virtually any time. Hometowners are fantastic morale boosters for the troops. Nothing can top the smile on someone's face who has just finished talking "live" to a favorite hometown D.J. during morning rush hour.

The formula for hometowners is simple: develop a basic story on a high visibility operation, weave in the participation in the operation by a local Sailor or Marine, then market the story to the local TV station, radio station, or newspaper in that area. If the story is particularly big — like the Iraq crisis — the NAVINFOs, PACENs, CHINFO and Fleet Public Affairs staffs will market stories and coordinate interviews directly with the ships/units involved.

The resulting hometown story not only makes the Sailor or Marine a local hero, but also tells the Navy-Marine Corps story in America's Heartland. Hometowner's work, and here is how to do them:

- Interviews are conducted by ship-to-shore phone (POTS, INMARSAT, etc.) during the operation. All you need to make them work is a media guide (or access to a PAO who has one) and the ability to "sell" the interview effectively. These guides, which are available commercially, list the phone numbers and addresses of news organizations around the U.S. They are organized by media type, affiliation, broadcast format and location.

- First, you'll want to canvass your command for the best nominees to participate in this program. Young Sailors, petty officers, junior officers and aviators are good candidates. You are looking for highly motivated, hard-charging, squared-away men and women who will best represent the Navy and your command. When you find out where they live, where they went to school, or where their families are, then you're ready to use the media guide and get to work. Your interview subject can be one of your best assets in determining whom you want to sell the story to. Ask your subjects to pick a TV station, radio station or newspaper from their hometowns. Find the outlet's phone number, then get ready to place a call.

- Before you call, talk with your subject and explain what can be discussed without violating operational security. Refer to the operation's public affairs guidance (PAG) for information and suggested communication points. For a radio interview (live or recorded), suggest that they ask the D.J. to get a family member on the line for a three-way interview. For print, suggest that the individual give the reporter a family

member's name and phone number so that the reporter can get more background and possibly a photo. Television stations will also conduct live interviews but usually require more planning.

●Now you're ready to make the call. Live TV or radio calls work best if you have made arrangements beforehand. It is best to call 5-10 minutes prior to the interview so the stations can check volume and ensure communications are working properly. For TV, ask for the news desk or assignment editor. For radio, ask for either the news desk or assignments editor, or hold for the "on-air" D.J. to pick up — time your call during the local morning drive (6-9 a.m. local). For a newspaper or magazine, ask for metro, city or features desk.

●A typical call could go like this:

"Hi, my name is LT Press Release. I'm calling you via satellite from USS Greyship in the Littoral Gulf. We're out here participating in Operation Work Hard. The operation has had a lot of media coverage, and I've got a local Smalltown-area native here with me. Would you like to do a quick interview? His name is Johnny Sailor, and he graduated from Smalltown High School two years ago. He is a Navy Seaman and is responsible for maintaining the radar system that is tracking the aircraft over Littoral right this minute. His parents and fiancee still live in Smalltown. OK, hold on, here he is . . ."

●If you have digital photography capability, ask reporters if they would like a digital photograph of the local Sailor transmitted to them electronically.

●Have a contingency plan in place in case you lose communications. If you miss your window of opportunity for a pre-arranged interview, try again later.

Photo Hometowners

Photo hometowners differ from a voice interview in that you (or a Navy Public Affairs Team member) prepare the story and send it to the newspaper, instead of having the media write the story based on input you provided them. The first step to a photo homeowner is to identify your subjects, take their pictures and have them fill out a biography sheet. These sheets ask for information similar to a FHTNC form. Include a few short quotes about a person's job and the current operation. (Samples are available from your nearest full-time member of Team Public Affairs). The exposed film is sent unprocessed with the bio sheets to one of the six regional NAVINFOs or to the PACEN in Norfolk or San Diego for production and marketing. Remember to "slate" each photo; that is, take one picture of the person holding a clearly legible sign with his or her name and photo sequence number printed on it. Write the same sequence number on the bio sheet. Take a second photo of the same person without the sign. The proper destination can be arranged by calling the CHINFO News Photo Division (OI-22). Nothing precludes submitting one of these forms and photos for every person in your command during an operation. Use this tool — you're boosting morale, telling the Navy story and doing a helping to do a reporter's job.... You can't lose!

The Mission of the Navy:

“To maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas.”